Strengthening Our Foundation

City of Regina 2015 Operating Budget and 2015-19 Capital Program

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City of Regina 2015 Operating Budget and 2015-19 Capital Program

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REGINA
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November 7, 2014

To: His Worship the Mayor,
and Members of City Council

Re: 2015 General Operating Budget and 2015 - 2019 Capital Budget

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Pursuant to Sections 128 of *The Cities Act*, City Council is required to adopt an operating and capital budget. The budgets summarized in this document are the proposed 2015 General Operating Budget and 2015 to 2019 Capital Budget.

The General Operating Budget for 2015 includes a 3.3% municipal mill rate increase plus an additional 1% dedicated to the renewal of residential roads. The 2015 General Operating Budget totals $397.8 million in expenditures, an increase of $26.6 million or 7.2% over 2014.

The 2015 General Capital Budget is $263.2 million, the largest capital program ever undertaken by the City. It represents an increase of 62.3% or $101 million over 2014, which was, itself, a record year.

The Administration's proposed budget will strengthen the foundation so that the City is well positioned to meet the needs of a growing community. It includes:

- Maintaining program and service levels to those provided in 2014 and making record investments to the capital budget
- Fixing more residential streets by allocating 1% of the mill rate each year for five years ($1.8 million) to the Residential Street Program. This is over and above last year's investment for roads.
- Improving the availability of affordable housing by increasing capital incentives to encourage the development of low-income housing from $10,000 per unit to $15,000 per unit
- Supporting a safe community by increasing investment in the Regina Police Service to support innovative resource planning that allows for increased civilian roles, which will create the flexibility to reassign officers to front-line service delivery
- Improving transit service by investing $3 million to purchase six new accessible buses, which will complete a full replacement of the transit fleet
- Increasing the investment for snow clearing to $8.9 million – a record level

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Regina.ca

Operating Budget
Major changes in the proposed operating budget include estimated additional costs for wages and benefits totaling $6.3 million, increased operating funding for two community partners, the Wascana Centre Authority and the Regina Regional Opportunities Commission, totaling $1.3 million, and a $3.0 million increase in spending from the tax supported budget to capital programs and projects.

This budget was developed assuming $41.2 million in funding from the Municipal Operating Grant Program (MOG). Other significant revenue changes aside from the proposed mill rate increase include: increased property tax revenue derived from growth in the tax assessment of $2.8 million; increase in fees and charges of $3.3 million; and increases in municipal surcharges on gas and electricity of $4.0 million. This funding will continue to be invested toward supporting the delivery of community programs and services, while addressing the increased costs of community growth.

Many of the City's revenues and expenditures are subject to change due to external influences, including the weather, the cost of fuel, interest rates, gas rates and electrical rates. There could be positive or negative variances in 2015 due to these factors.

Capital Budget
Major investments in the capital program include: the Regina Revitalization Initiative Stadium Project $164.5 million; Land Development $11.6 million; Street Infrastructure Renewal $21.7 million (of which $3.7 million is targeted to residential roads, pending the approval of the incremental 1% targeted mill rate proposed in this budget), and Fleet renewal $11.0 million, including the purchase of 6 new accessible transit buses.

Major funding sources for this capital program include $33.9 million from reserves, $11.0 million from the federal Gas Tax Fund, $19.2 million in developer contributions and fees, and $27.6 million in capital contributions transferred from the Operating Budget, the largest ever in Regina's history.

We are implementing the ***Design Regina*** plan. Our focus in 2015 will be to strengthen our foundation, invest in critical infrastructure, and preserve the service levels citizens expect. Administration is recommending a 3.3% increase in the mill rate in 2015, with an additional 1% dedicated to the renewal of residential roads. The budget reflects a balanced approach to addressing the demands of a growing economy and continuing to provide the services that contribute to the quality of life of Regina residents.

Respectfully submitted,

GBDavies

Glen B. Davies
City Manager & Chief Administrative Officer

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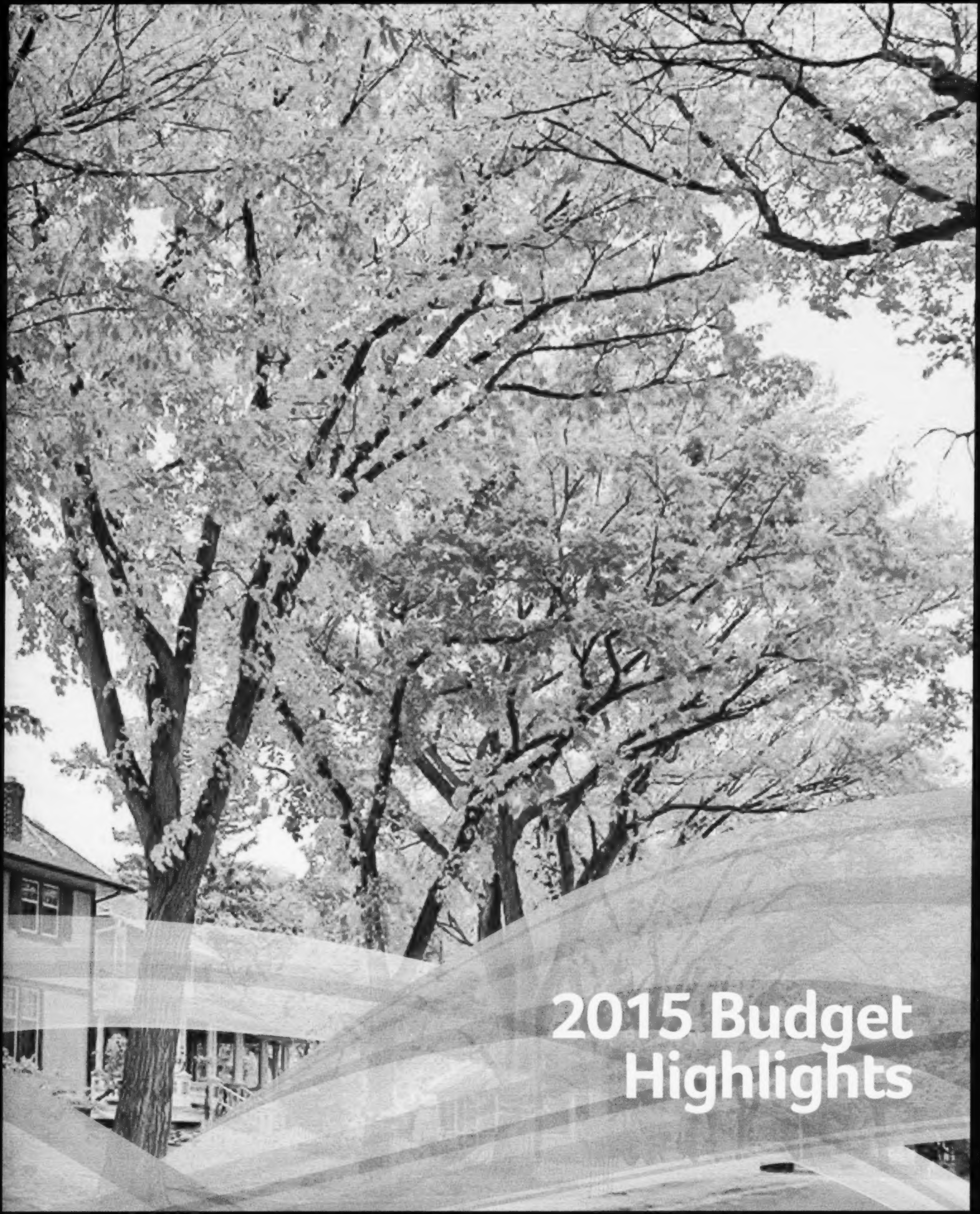


2015 Budget Highlights

Budget Highlights

The 2015 Budgets invests in opportunities to strengthen our foundation as we continue shaping the future of our community for the next 25 years outlined in the *Design Regina: The Official Community Plan.* To support the achievement of the vision laid out in the OCP, the Administration plans to develop a series of three- to five-year strategic plans to ensure the actions, policies and business strategies required are in place. The first of these was finalized in 2014 – Building the Foundation (2014-17).

The Strategic Plan influences the City's budget development to achieve the objective that by 2018, the City of Regina will operate from a position of strength to achieve the *Design Regina* community priorities. The City will be recognized, in particular, for a long-term financial sustainability strategy and increased ability to deliver innovative services in a fiscally responsible manner.

The 2015 budget focuses on balancing affordability with service levels, while delivering a wide range of services to meet citizen expectations in a growing community. City Administration is proposing a 3.3% tax increase for 2015, along with an additional 1% dedicated to renewing local roads.

What a 3.3% + 1% increase represents for taxpayers:

Current value of your home	$200,000	$300,000	$450,000
2015 Property Taxes (Municipal Portion)	$1,638	$2,457	$3,686
Annual cost 3.3% mill rate increase	$51.84	$77.76	$116.64
Annual cost of 1% for local streets	$15.72	$23.52	$35.40

The municipal portion of your tax dollar pays for policing and fire protection, snow clearing and road repair, garbage pickup, transit, parks and recreation and other services residents rely on every day.

Key Investments in 2015

1. Fixing more local streets

An expanding focus on local road improvements will make sure local roads are fixed and stay in good shape longer

1% mill rate increase per year dedicated to local street program for five years ($1.8 million) over and above regular road investment

Record-level investment on other road infrastructure, with $18 million going towards our priority street system

2. Affordable housing

Increased incentives to encourage the development of new low-income housing (from $10,000 per unit to $15,000 per unit)

Continued emphasis on policies, zoning and other urban planning tools to increase the availability of a wide range of affordable housing options

3. Police/safe neighbourhoods

Converting select positions from Officer to civilian allow Regina Police Service (RPS) to import skills directly rather than training police officers, while also strengthening the front line police service

Assigning eight police officers to patrol duties to improve the safety of our community

Creating a new Mental Health Liaison Officer position to improve the Regina Police Service (RPS) capacity to respond to issues associated with mental health

Creating a new CARE (Canine Assisted Response and Education) Officer position

Consolidation of equipment and services at a new Emergency Operations Centre to ensure quick, coordinated action when needed

4. Improving transit

Council is investing $3 million in six new accessible buses, which will complete a full replacement of the transit fleet

Ridership is up 21% in two years

5. Winter road maintenance

$8.9 million budget to invest in snow clearing; record level of funding

Focus on keeping priority streets clear after major snowfalls to allow residents to continue get to their destinations faster, easier, and more safely

Expanding service as new neighbourhoods grow (Harbour Landing, The Creeks, Hawkstone), keeping streets clear and local roads safer

Increasing sidewalk snow clearing participation through on-going public engagement

Investments in Key Community Projects

Regina Revitalization Initiative (RRI) - Stadium Project

The Stadium Project is the design and construction of a new 33,000-seat stadium. It will be the heart of the larger urban revitalization initiative and provide a facility to support a growing Regina.

- $4.67 million for project operating costs.
- Capital funding has been previously approved and no new funding is required for 2015.
- *In 2015 three milestone payments are anticipated to be made valued at approximately $45 million, $48 million and $28 million, subject to the recommendation of an independent certifier's review of design and construction progress.*

Regina Revitalization Initiative – Land Development Projects

The Regina Revitalization is a unique opportunity for the City to plan a new community within walking distance of downtown that meets the social and economic needs of the area.

Planning the revitalization of approximately 37 acres of land in the centre of the community will change how people live, work, shop and play.

- There will be a number of important decisions about financing, land use and urban design, and the provision of City infrastructure and services that will be brought to City Council in 2015.
- No new capital or operating funds are requested in 2015, with planning and site preparation efforts to be funded from the $2.1 million and $245,000 in approved funding for the Railway and Taylor Field neighbourhood projects respectively.

Wastewater Treatment Plant Upgrade Project (WWTP)

Through an innovative public-private partnership model, EPCOR Water Prairies Inc. will design, build, finance, operate and maintain the WWTP, while the City will continue to own the asset and set utility rates.

An upgraded WWTP will better protect public health and the environment, meet new provincial regulations and provide capacity for growth.

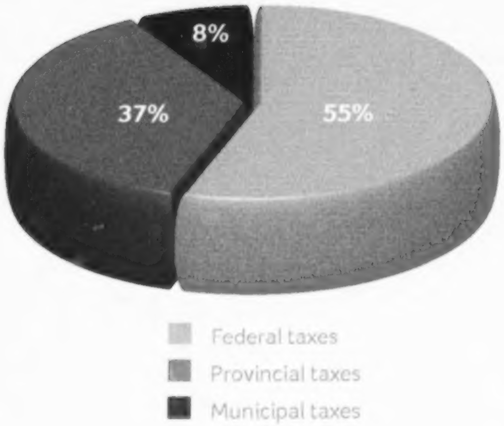
- The project has realized a cost savings of $247.5 million from what was originally budgeted over the 30 years of the project agreement.
- All capital and operating funding is in place for this important project.
- Financial transactions in 2015 are in accordance with the approved budget and project agreement, namely the payment of a monthly operating fee of approximately $570,000 to EPCOR to operate the facility while construction is underway.

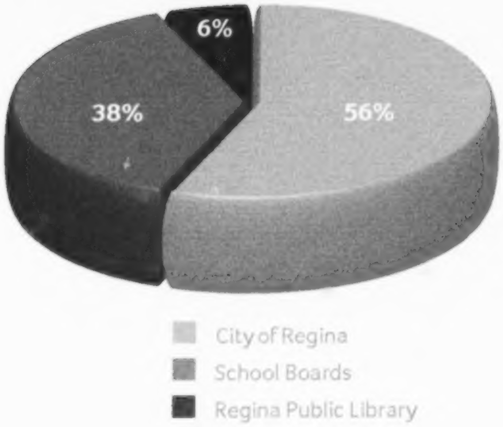
Tax Facts

Cities have limited ways to increase revenue and tax increases are necessary for growth, maintenance and rising costs and, most importantly, to protect our quality of life and deliver the programs and services that residents desire. Municipal taxes are only a small portion of the total taxes residents pay.

The City of Regina receives just eight cents of every tax dollar residents pay. The rest is paid to other governments through a variety of taxes.

The City of Regina receives just over half of the property tax you pay. The remainder goes to School Boards and Regina Public Library. (Based on 2013 tax rates).


BREAKDOWN OF WHERE TAX DOLLARS GO


BREAKDOWN OF WHERE PROPERTY TAXES GO

Comparison of Tax Increases for Western Canadian Cities

Regina's tax rate has increased at a much slower rate than other Western Canadian Cities.

Get Involved

Residents are encouraged to go online at Regina.ca to review complete Proposed 2015 Budget documents.

In addition, residents can test how their personal choices between service and affordability affect the overall budget through the Citizen Budget tool.

The proposed 2015 budgets and any amendments will be considered at the Monday, December 8 City Council meeting. Media and the public are invited to attend this meeting at 5:30 p.m. in Henry Baker Hall at City Hall.

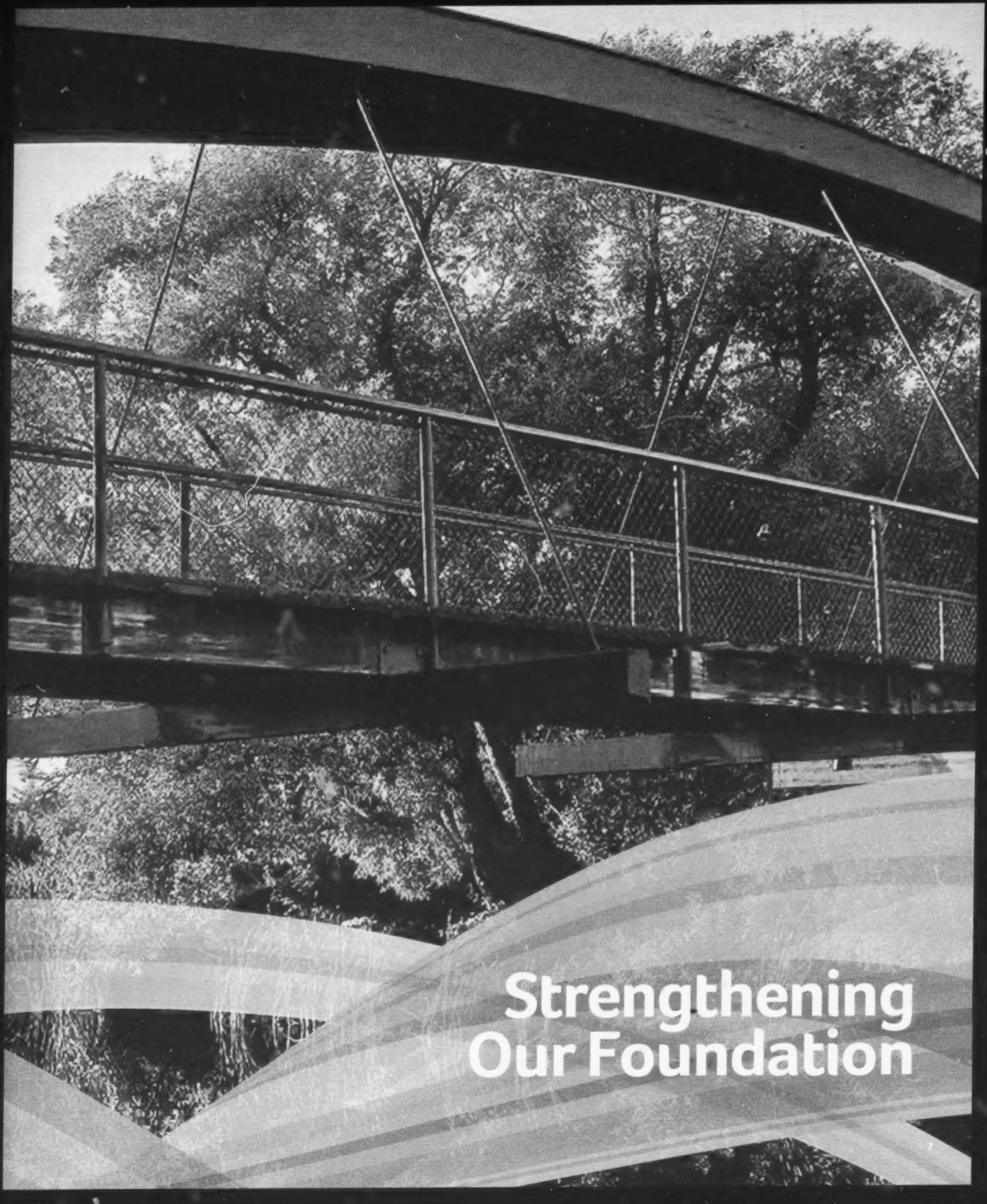
Residents may appear as a special delegation by filing a written brief with the Office of the City Clerk no later than noon on Thursday, December 4, 2014.

These submissions will be made public on the website on Friday, December 5. Information on preparing a submission is available on Regina.ca, or contact the Office of the City Clerk at 306-777-7262.

Visit Regina.ca

HOW REGINA'S MILL RATE INCREASES COMPARE

	2010	2011	2012	2013	2014	Average Past 5 Years
Calgary	4.79%	5.00%	6.00%	5.70%	5.00%	5.18%
Edmonton	5.00%	5.00%	5.10%	4.57%	4.68%	4.68%
Saskatoon	3.86%	3.99%	4.00%	4.99%	7.26%	4.82%
Regina	4.00%	4.00%	3.90%	4.45%	5.88%	4.45%

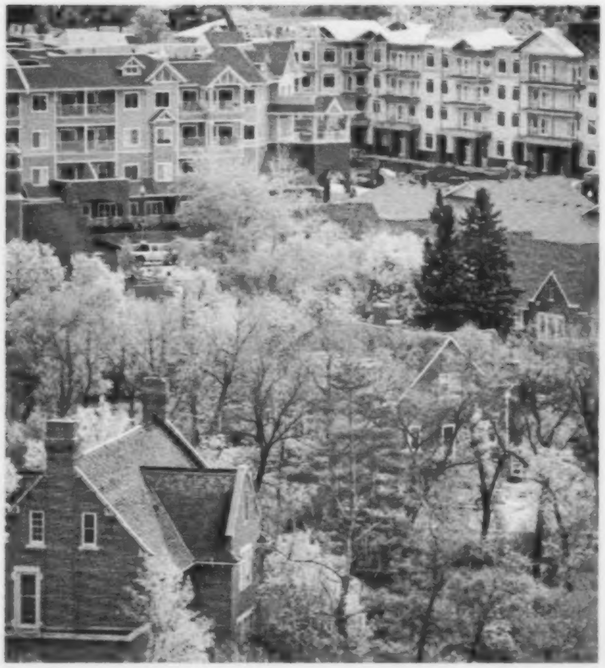


Strengthening Our Foundation

Introduction

Community Profile

From its humble beginnings as a small Prairie trading centre serving a mostly rural population at the turn of the 20th century, Regina has evolved into a bustling urban centre with a robust economy that is envied across Canada. Despite its relatively small size, Regina offers a lifestyle that's on par with that of many larger centres.



Saskatchewan's capital today has a population of 215,000 and serves a much larger metropolitan area. And it's growing. Between 2006 and 2011, the city's population increased by more than 14,000, or 7.7%. Perhaps more importantly, the number of young children under the age of five that call Regina home grew by 24% during the same period. In fact, Regina's population is expected to hit 300,000 in just 25 years. Many of those newcomers are expected to be recently-landed immigrants.

Regina has a primarily resource-based economy featuring the oil and gas, potash and agricultural sectors. Companies such as the Co-op Refinery Complex (CRC), the world's first co-operatively-owned refinery; EVRAZ, a vertically-integrated steel, mining and vanadium business; and Viterra, a leading grain and oilseeds marketer and handler, all call Regina home.

The city also boasts the headquarters of provincial Crown utilities SaskEnergy, SaskPower and SaskTel.

One of the strengths of Regina's economy in recent years has been the increasing diversification into sectors such as banking and finance, computer and information technology, manufacturing and telecommunications. Combined, they all play a part in having created one of Canada's strongest economies over the last five years, featuring strong growth in gross domestic product (GDP), low unemployment and rising personal income levels.

While the blistering pace of Regina's growth is expected to level off in the coming years, the city's economic prospects remain strong (Figure 1).

One of Regina's economic highlights is the construction sector, where building permits reached an all-time high in 2012 and continue to perform above the five-year average (Figure 2).

REGINA ECONOMIC INDICATORS

Economic Indicators	2011	2012	2013	2014	2015^F	2016^F	2017^F	2018^F
Real GDP at basic prices (2007 $ millions)	12,177	12,718	13,373	13,815	14,224	14,544	14,853	15,114
percentage change	6.0	4.4	5.1	3.3	3.0	2.2	2.1	1.8
Total employment (000s)	123	126	134	135	138	141	143	144
percentage change	3.3	2.7	5.9	1.1	2.5	1.6	1.3	0.9
Unemployment rate (per cent)	4.7	4.1	3.6	3.8	3.9	3.9	4.0	4.1
Personal income per capita ($)	44,065	44,695	46,522	46,919	48,165	49,181	50,190	51,130
percentage change	3.4	1.4	4.1	0.9	2.7	2.1	2.1	1.9
Population (000s)	218	225	232	239	245	250	255	260
percentage change	2.0	3.4	3.1	2.8	2.5	2.3	2.1	1.9
Total housing starts	1,694	3,093	3,122	2,014	1,964	1,864	1,761	1,589
Retail sales ($ millions)	4,547	4,845	5,003	5,295	5,542	5,782	6,015	6,237
percentage change	3.5	6.6	3.3	5.8	4.7	4.3	4.0	3.7
CPI (2002 = 1.0)	1,224	1,246	1,267	1,290	1,316	1,343	1,371	1,399
percentage change	2.9	1.8	1.7	1.8	2.0	2.1	2.1	2.0

FIGURE 1: CONFERENCE BOARD OF CANADA 2014 METROPOLITAN OUTLOOK FOR REGINA

F = FORECAST SOURCES: STATISTICS CANADA; CMHC HOUSING TIME SERIES DATABASE; THE CONFERENCE BOARD OF CANADA

BUILDING PERMITS (2006-2014)

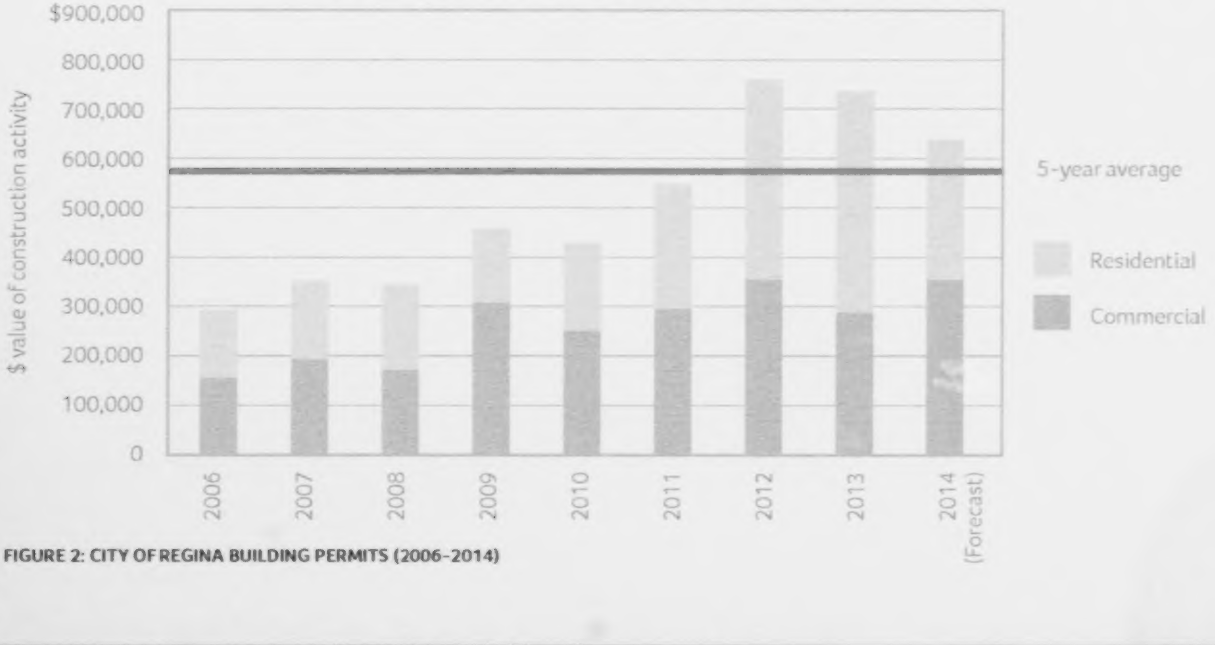


FIGURE 2: CITY OF REGINA BUILDING PERMITS (2006-2014)

It might appear that Regina's success is being driven by Saskatchewan's booming economy, but an examination of virtually every important metric shows the capital city is outperforming the province (Figure 3). Indeed, a 2006 report from the Conference Board of Canada found that urban economies drove the economic success of the surrounding areas. In 2013, Regina and Saskatoon accounted for more than half (52%) of Saskatchewan's GDP.

DEMOGRAPHICS

REGINA		SASKATCHEWAN
193,100	POPULATION in 2011	1,033,381
7.7%	POPULATION GROWTH RATE % change 2006 - 2011	6.7%
11.5%	VISIBLE MINORITY POPULATION 2011	6.3%
2:1	WORKING AGE POPULATION as a Ratio of non-Working Age Population	1.7:1
51.5%	POST-SECONDARY EDUCATION as % of Population	47.2%

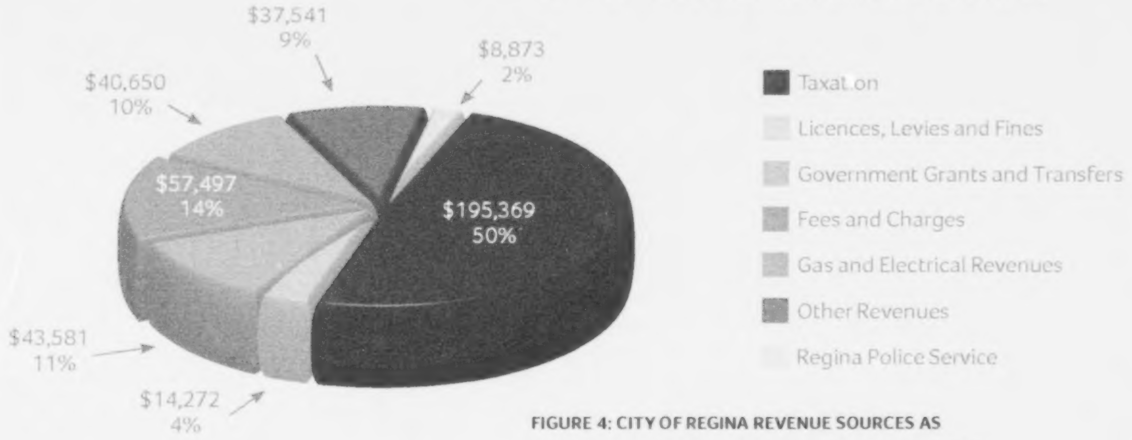
LOCAL ECONOMY

REGINA		SASKATCHEWAN
3.1%	UNEMPLOYMENT RATE in August, 2014	4.2%
$91,200	MEDIAN HOUSEHOLD INCOME in July, 2012	$80,010

EMPLOYMENT BY SECTOR

REGINA		SASKATCHEWAN
20.2%	GOODS PRODUCING SECTORS (INCLUDING AGRICULTURE)	29.5%
31.5%	SERVICE SECTOR	25.8%
7.4%	PROFESSIONAL SERVICES	4.9%
26.8%	PUBLIC SECTOR	24.9%

FIGURE 3: COMPARISON OF REGINA TO SASKATCHEWAN ON KEY INDICATORS.



CITY OF REGINA REVENUE SOURCES

FIGURE 4: CITY OF REGINA REVENUE SOURCES AS PERCENTAGES OF TOTAL REVENUES (PROPOSED 2015)

Organization Profile

The City of Regina delivers the majority of essential public services that affect the day-to-day lives of its residents. They include:

Public safety and security

- Policing
- Fire protection
- Construction permitting and inspection
- Bylaw enforcement

Public health and well-being

- Water treatment and distribution
- Drainage and flood management
- Sewage collection and treatment

Movement of goods and people

- Roads and bridges (including winter road maintenance)
- Transit
- Traffic control

Quality of life

- Urban planning and development oversight
- Parks
- Recreation services (including a wide range of indoor and outdoor public facilities)
- Grants to community service organizations

The City is able to provide these services thanks to a range of revenue sources. About half of its revenue comes from property taxes but the City also charges user fees, secures grants from other levels of government and collects revenues from a variety of smaller sources (Figure 4).

The City delivers its services in a variety of ways, led by approximately 2,000 permanent employees, and casual and part-time workers who account for the equivalent of another 700 full-time positions. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs, and by private businesses, such as Paratransit and the Wastewater Treatment Plant.

The City's organization structure is designed to strengthen corporate planning and coordinated service delivery across all service areas. Accountability for results is clear (Figure 5).

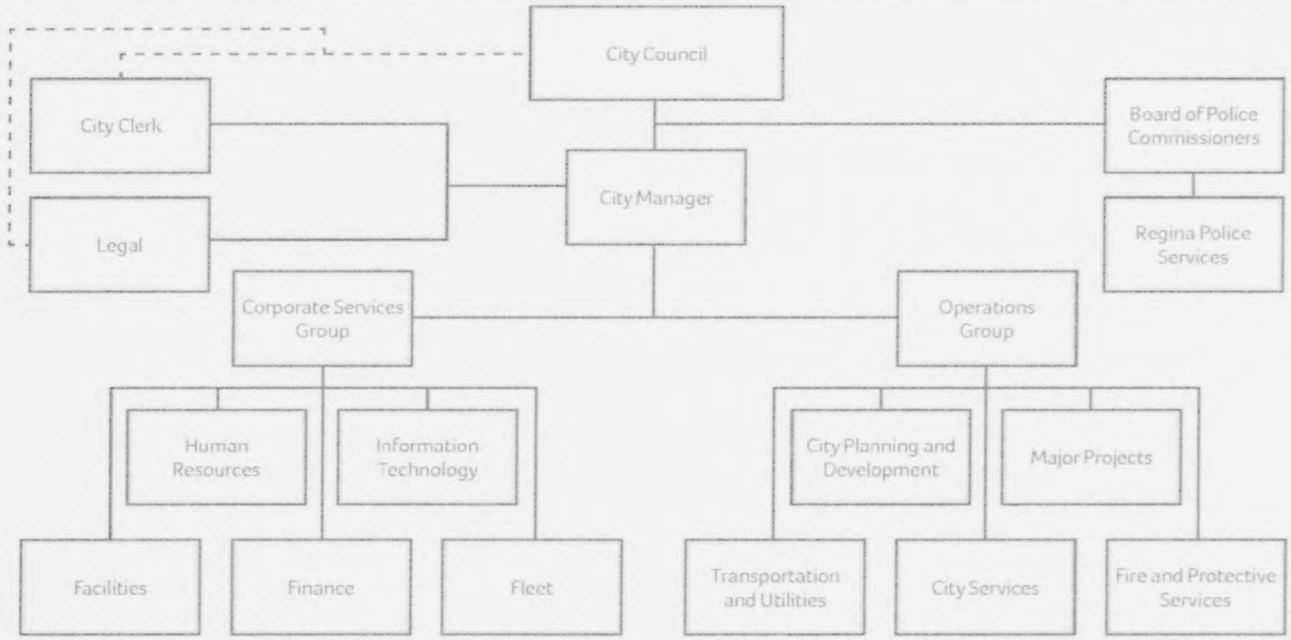

City Council
City Clerk
Legal
City Manager
Board of Police Commissioners
Regina Police Services
Corporate Services Group
Operations Group
Human Resources
Information Technology
City Planning and Development
Major Projects
Facilities
Finance
Fleet
Transportation and Utilities
City Services
Fire and Protective Services

FIGURE 5: CITY OF REGINA ORGANIZATION STRUCTURE (2014)

The City of Regina has always been conscious of the need to balance service commitments with expectations of affordable taxation. This has allowed the City to raise property taxes consistent with increases in household incomes. City Council has decision-making authority over taxes representing 2% to 2.5% of annual median household income in Regina, levels which have remained steady over time (Figure 6).

Even when combined with school taxes, the total taxation level has consistently remained below 4% of median household income. When all household taxes from all levels of government are added up, the municipal property tax accounts for just 8% of the total tax bill.

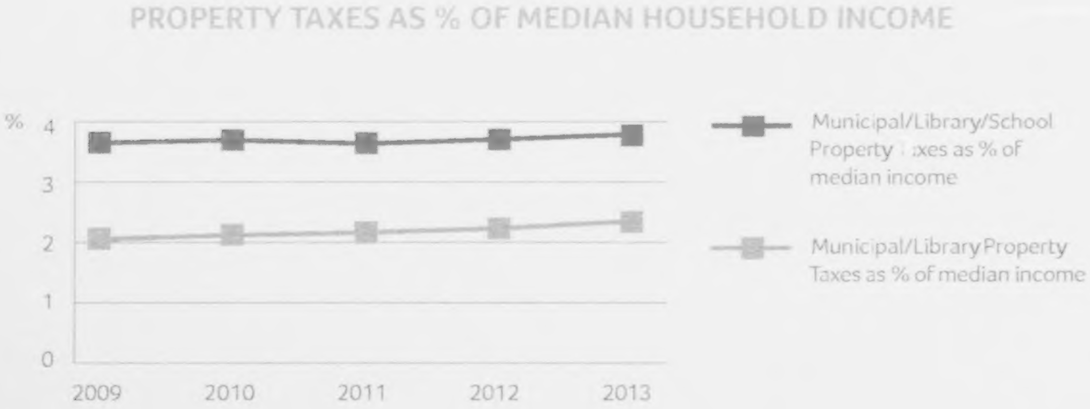


FIGURE 6: PROPERTY TAX AS A PERCENTAGE OF MEDIAN HOUSEHOLD INCOME (REGINA). NOTE THAT THE CITY OF REGINA NEITHER SETS NOR RECEIVES SCHOOL PROPERTY TAXES.

Strategic Context

Saskatchewan continues to enjoy a prolonged period of economic growth. The thriving provincial economy and low unemployment rate are both boosting salaries and supporting a thriving service industry.

The GDP growth; however, has created some significant challenges – albeit enviable ones – for City decision makers. Regina's unemployment rate of 3.1% in August 2014, was the lowest of any major city in Canada and less than half of the 7.0% national average. The employment crunch has increased the need to recruit new workers to the city, which, in turn, puts pressure on the residential housing market. Indeed, Regina's apartment vacancy rate two years ago dipped down to 1%, raising the possibility that the city's economic growth could be slowed by its relative inability to provide housing to the very workers who were generating that growth.

In response, the City launched the Mayor's Housing Commission and created a new comprehensive housing policy, which have combined to significantly reduce the pressure on accommodations. In fact, Regina's rental vacancy rate in 2014 had more than doubled from 2012 to 2.4%

The economic growth has also presented some operational challenges as well as some opportunities. On one hand, the low unemployment rate and competitiveness of the current labour market has made Regina a hub of high-skilled tradespeople who are in high demand by new and expanding business across the province.

On the other hand, the demographics of the employees show that a large proportion of them are due to retire in the next few years. In order to ensure service needs will continue to be met once they leave the workforce, the City is focusing its efforts today on succession planning and improved strategies to attract and retain employees.

One of the City's biggest challenges is the fact that its costs are rising faster than its revenues. This is due to a number of factors, including rapid inflation of construction materials costs, property taxes which do not grow in line with the economy (as sales taxes and income taxes do) and decreased investment in capital infrastructure from the province and federal government.

Compounding the situation is the pressing need for more infrastructure. The excess capacity that was built in the 1970s has now been used up and significant new investment will be required in order for Regina to continue on its current trajectory.

Another result from the economic prosperity is demand for City services is greater than the capacity to deliver them.

Historically, the City's response to such situations was to defer the renewal of assets and infrastructure. But two decades of doing so has created a backlog of mandatory infrastructure renewal that the City estimates will require an additional investment of $93 million per year for 20 years to address. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts its business. This does not include the maintenance and renewal of new assets in new neighbourhoods.

If left unresolved, this backlog will not only have a crippling effect on the City's ability to maintain service levels and meet spending requirements for repair and maintenance but also reduce its economic competitiveness. Numerous examples of the high costs associated with infrastructure failures and the service interruptions they create have been reported in the media, as many North American cities have experienced asset failures resulting from historically insufficient maintenance and renewal investments. Regina can reduce the risk of the same thing happening here, and the 2015 budget takes some steps to maintain or rehabilitate critical public assets.

Strategic Goals

The City of Regina launched its new strategic plan, Building the Foundation, in early 2014, based largely on the *Design Regina: The Official Community Plan*. Its goals and objectives include:

1. **Manage Growth:** *The City of Regina will manage growth within the city, collaborate with the surrounding regions and encourage the development of liveable neighbourhoods.*

   Objectives:

   - Revenues will be optimized to support sustainable growth.
   - Renewal of the city will be fostered through intensification [that is, population density will increase via increased use of multi-residential housing].
   - The City's decision-making process will be aligned to Community Priorities.
   - A regional plan and approach to land use and servicing will be established.

2. **Improve Financial Viability:** *Residents of Regina will benefit from the City's increased financial capacity to renew and replace critical infrastructure.*

   Objectives:

   - A full life-cycle asset management approach will be used to support infrastructure renewal decisions.
   - The City will optimize its financial capacity and improve the future allocation of resources.
   - Decisions about programs and assets will reflect future service needs.

3. **Engage and Develop Staff:** *The City of Regina will create a workplace environment where employees feel engaged and become positive leaders of change for their community.*

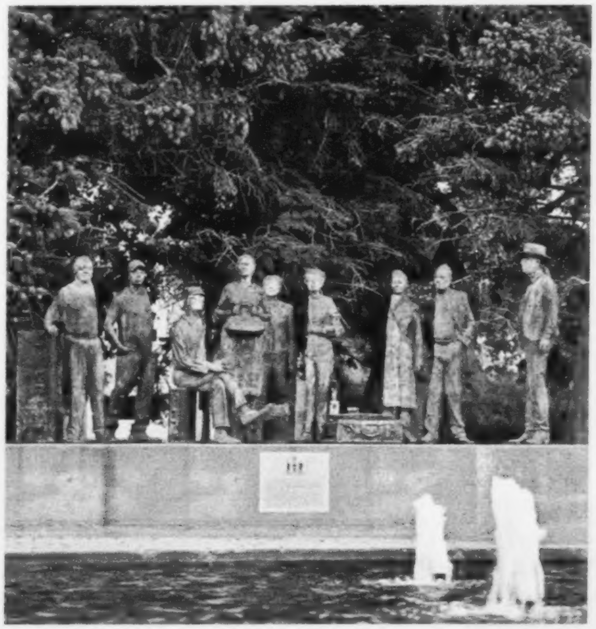
   Objectives:

   - Strong and effective leaders will be developed at all levels of the organization.
   - Our employees will receive the support they need to be safe, efficient and effective.
   - Our employees will be engaged to support the City's delivery of the Community Priorities.

4. **Engage Citizens:** *The City of Regina will develop new processes that seek to engage our citizens and address their ever-evolving needs.*

   Objectives:

   - Service expectations will be reconciled with the City's fiscal reality.
   - The City will be responsive to consumers' needs by meeting established customer service standards.



In order to achieve these goals and objectives, the City has a three-pronged action plan:

Defining Services and Understanding Service Alternatives

The City understands the importance of defining the relationship between its services and their costs.

In 2013, the City released *"The State of the Roadway Infrastructure,"* the first of several reports examining the services it provides and identifying various service options. This report contributed to the Public Works and Infrastructure Committee's recommendation to allocate 1% of future mill rate increases over the next five years to improving the condition of local roads. This money, which City Council must consider each year, would help bring residential and local roads up to desired standards over the next 25 years.

Other reports are forthcoming over the next several years but the City will also work with residents to strike the right balance between desired service levels and their affordability. The City will examine ways to adjust or eliminate various services that result in cost savings – money that can be allocated to other priorities.

Ultimately, the City requires an asset management strategy, an asset condition assessment system and a funding policy to support spending decisions. These would provide valuable data for a long-range financial plan that increases the likelihood that service levels can be maintained at an affordable level over the long term.

Measuring Performance

Regina has a professional and capable administration that can proactively identify opportunities to improve services while reducing costs. Since 2006, these efforts have resulted in cost savings, productivity improvements and/or cost avoidance worth more than $27 million.

While property tax rates are subject to a number of influences including assessment values, tax policies and the relative weight that property class assessments have on tax rates, the need for tax increases can also serve as an indicator of the efficiency level at which a City is operating. The City of Regina enjoys relatively low tax rates (Figure 6) and maintains spending levels that are among the lowest in Western Canada (Figure 7).

2015 Priorities

The 2015 budget is designed to position Regina well for the future by focusing on the top priorities we have heard from citizens.

One of the City's top priorities is fixing the residential roadways. As occurred in 2014, an additional 1% mill rate is proposed to be dedicated to the residential street program each year for five years, which will ensure the streets are smooth and safe for many years to come. The increase will mean an additional $1.8 million will be spent over and above the regular investment on roads.

The City is also continuing to spend record levels on other road infrastructure, including a proposed $18 million on Regina's major arterial streets.

The Board of Police Commissioners has recommended additional police officers to help make our community safer. Thanks to a comprehensive review of resources, which represent 20% of the total municipal budget, the Regina Police Service is able to convert select positions from police to civilian. This has resulted in the assignment of eight police officers to patrol duties to enhance the front-line delivery of service. It has also resulted in a new Mental Health Liaison Officer, who will bring focus to persons-in-crisis

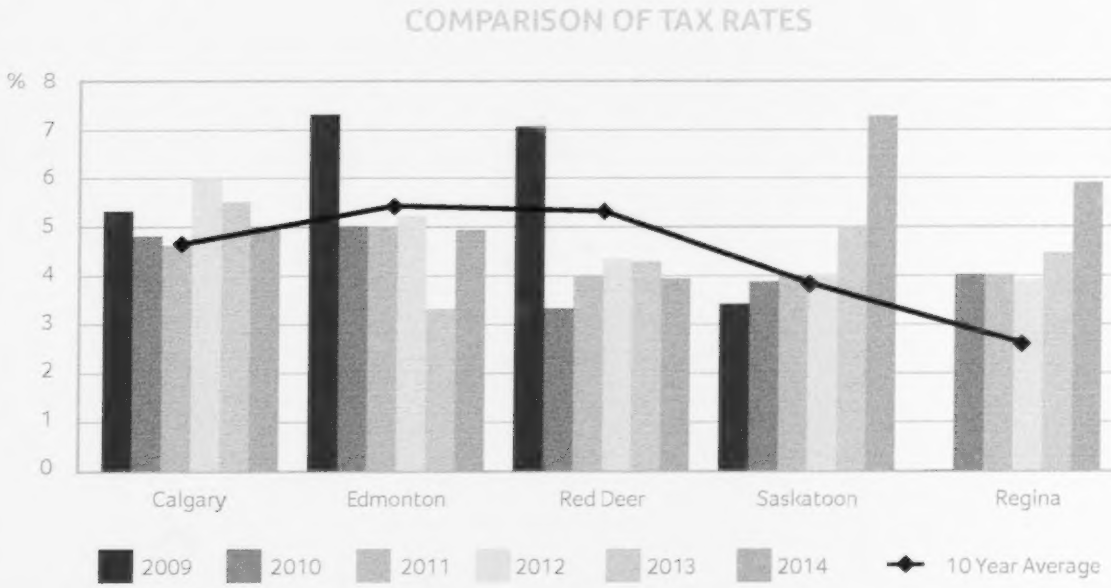


FIGURE 6: COMPARISON OF TAX RATES ACROSS FIVE MAJOR WESTERN CITIES

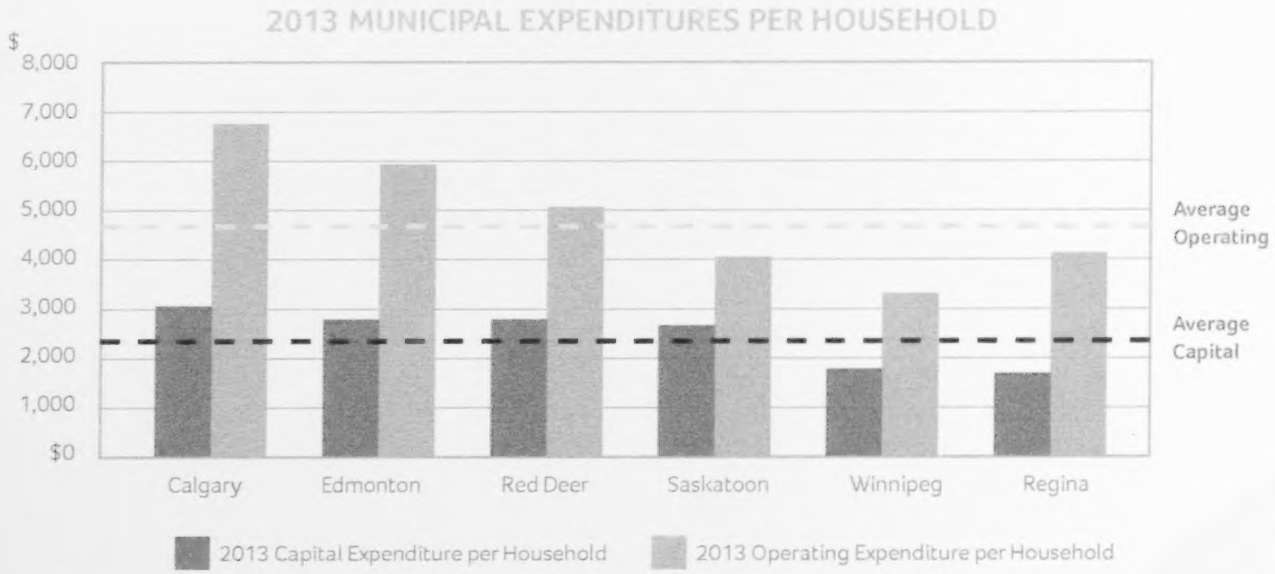
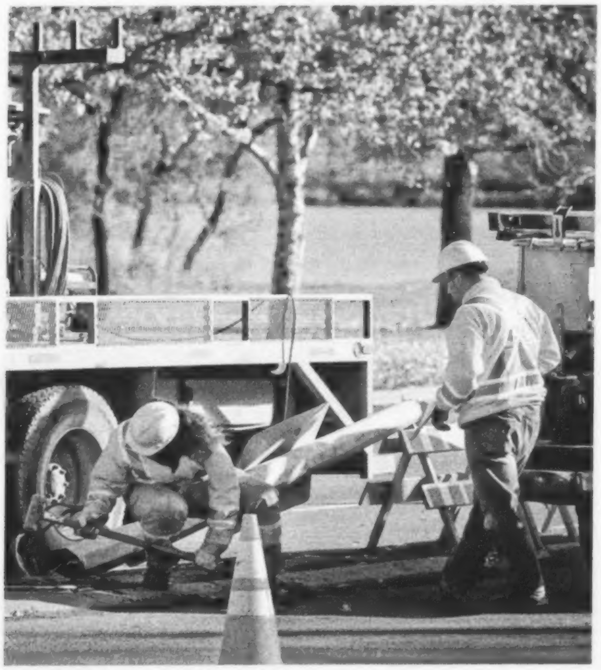


FIGURE 7: COMPARISON OF PER HOUSEHOLD MUNICIPAL EXPENDITURES ACROSS SIX MAJOR WESTERN CITIES

due to mental health issues and establish solutions through collaboration with health care professionals and a new CARE (Canine Assisted Response and Education) Officer to support victims of trauma, assist investigations and build community. New civilian positions will support police operations in the areas of Information Technology, Technological Crime and Criminal Record Checks.

The City is also committed to improving transit service in the community. A $3-million investment in six new accessible buses will complete the replacement of the entire transit fleet. This is a timely investment as bus ridership is up 21% since 2012.



It's impossible to know when or how much it will snow this winter but City crews will continue to be able to clean streets efficiently. The City also wants to also ensure service can be expanded as neighbourhoods, such as Harbour Landing, The Creeks and Hawkstone, continue to grow. It won't stop at roadways, either. There will be increased snow clearing of sidewalks, too, thanks to ongoing feedback from the community.

Calgary and Winnipeg have been victimized by flooding in recent years and the City of Regina wants to ensure it won't suffer the same fate. As such, thanks to cost savings on other projects, work has already begun on extending the berm along the creek to include Rotary Park and Les Sherman Park, which will provide protection for a 1-in-100-year flood.

Construction will also proceed on:

- The City has begun to consolidate services around the new Emergency Operations Centre to ensure there is quick, coordinated action in the event of a flood or other disaster.
- Efficiencies: Over the last eight years, the City has achieved annual and one-time savings of more than $27 million. All of this money has been reallocated, either to expanding services to more people or to enhancements to do it better.
- The City is committed to the Regina Revitalization Initiative, the largest project of its kind in the city's history, highlighted by the construction of a new stadium at Evraz Place. By the time it's substantially completed in December, 2016, the equivalent of 124 Olympic-sized swimming pools will have been excavated. The City is also moving forward with the Wastewater Treatment Plant, a project which will ensure that the needs of Regina's growing community will be met for decades to come.

Financial Policies

The City has policies in place to ensure that public resources are well managed and used appropriately. *The Regina Administration Bylaw No. 2003-69* sets out policies and practices that help shape the content and management of annual budgets.

Reserve Policy

A reserve is an internally restricted portion of the City's revenues or operating surpluses earmarked to cover future capital investments. The City currently manages 22 reserve accounts, including the General Fund Reserve, which is the main general-purpose reserve. A general-purpose reserve is not linked to specific future needs but is the primary tool that municipalities use both in the event of unforeseen circumstances and to fund unplanned expenditures. The Reserve Policy also establishes target minimum and maximum balances for each reserve. This information helps the City determine the appropriate use of these funds for operating and capital investments.

Fees and Charges Policy

The Fees and Charges Policy sets out the amounts to be paid for various services. Revenues from fees and charges offset the level of tax subsidy required to keep the service available at current service levels.

Investment Policy

The City uses industry best practices to maximize the income from investments while minimizing the risk to taxpayers.

Purchasing Policy

The City wants to ensure the quality and quantity of the goods, equipment and services it obtains is done in an efficient, timely and cost-efficient manner. This policy sets out the City's requirements for purchasing goods and services, awarding contracts and provides guidance for assessing public-private partnerships.

Debt Management Policy

This policy provides the City with parameters for issuing debt, the types and amounts of permissible debt and the steps for managing and reporting outstanding debt. The City's debt limit is set by the Saskatchewan Municipal Board (SMB) and is based on the municipality's financial position. A general rule of thumb is one times (1x) operating revenues, although other factors can be considered. The current debt limit is $450 million.

These polices are in place to ensure the City maintains a sound fiscal position and protects its credit rating. These policies are reviewed regularly to ensure they're in line with long-term planning and risk management strategies.

Budget Overview

Budget Overview

Financial Condition

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

Sustainability

Sustainability is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.

The City's sustainability is generally following a positive trend (Figure 8). The ratio of financial assets, including liquid financial assets such as investments or cash, to liabilities, is increasing. A number of large infrastructure renewal projects currently underway have resulted in an increase in overall debt levels but this is consistent with the approved plan.

The effect of relying on debt financing for capital projects is highlighted by the "total debt per household" indicator. It is important to note; however, that this is not an estimate of how much each household must contribute to debt repayment. It is merely a way of describing the City's debt relative to the size of the community.

Flexibility

Flexibility is the degree to which the City can increase its financial resources to respond to rising commitments by either expanding its revenues or increasing its debt burden. Figure 9 shows three indicators of flexibility and indicates that the City is maintaining a stable level of flexibility.

As the data in the following table shows, municipal taxes as a share of household income have been increasing for the past five years, although it's still considered to be at an affordable level for the residents of Regina. The overall ratio of municipal revenues to taxable assessment has remained relatively stable but the level of debt charges to total revenue, which shows the proportion of total revenue required to pay interest charges on debt, will grow in 2015 as a result of a one-time debt settlement payment.

Vulnerability

This is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding that are outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Vulnerability is measured by calculating the ratio of revenues from senior governments to the City's own-source revenues. The City has decreased its reliance on funding from other level of government over the last number of years, including federal and provincial gas tax revenues. This has resulted in reducing Regina's vulnerability, making it relatively low (Figure 10).

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money.

Standard & Poor's undertakes a detailed analysis of the borrower's financial condition, using a robust set of criteria, and updates it annually. The City of Regina's Standard & Poor's credit rating is **AA+ (Stable)**.

Regina has received this credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong performance reflects the City's ongoing commitment to sound fiscal management. In its assessment, Standard & Poor's said, "Regina's forecast debt burden is moderately high but manageable under this plan.

Sustainability Indicators	2009	2010	2011	2012	2013	2014 Forecast	2015 Budget
Ratio of Financial Assets to Liabilities	1.07	1.11	1.25	1.31	1.44	n/a	n/a
Ratio of Net Debt to Total Revenue	0.22	0.21	0.18	0.15	0.13	0.63	0.65
Total Debt Per Household	$ 1,425	$ 1,314	$ 1,081	$ 980	$ 928	$ 3,308	$ 4,362

FIGURE 8: CITY OF REGINA'S SUSTAINABILITY INDICATORS. Note that data regarding the Ratio of Financial Assets to Liabilities is not yet available for 2014 year end or for 2015

Flexibility Indicators	2009	2010	2011	2012	2013	2014 Forecast	2015 Budget
Ratio of Debt Charges to Total Revenue	0.01	0.01	0.01	0.01	0.01	0.03	0.01
Municipal Taxes as % of Household Income	2.09%	2.15%	2.19%	2.24%	2.36%	1.69%	1.66%
Ratio of Total Municipal Revenue to Taxable Assessment	0.02	0.02	0.03	0.03	0.01	0.02	0.02

FIGURE 9: CITY OF REGINA'S FLEXIBILITY INDICATORS

Vulnerability Indicator	2009	2010	2011	2012	2013	2014 Forecast	2015 Budget
Ratio of Government Transfers to Total Revenue	0.25	0.20	0.14	0.14	0.13	0.13	0.13

FIGURE 10: CITY OF REGINA'S VULNERABILITY INDICATOR

Standard & Poor's Credit Ratings Definitions	
AAA	A borrower rated 'AAA' has extremely strong capacity to meet its financial commitments. 'AAA' is the highest issuer credit rating assigned by Standard and Poor's.
AA	A borrower rated 'AA' has very strong capacity to meet its financial commitments. It differs from the highest-rated borrowers only to a small degree.
The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.	

FIGURE 11: STANDARD & POOR'S CREDIT RATINGS DEFINITIONS

We expect its current low interest burden to remain low through our rating horizon. The City also has significant unfunded pension liabilities, but is taking steps to mitigate these."

Despite the City's increase in projected borrowing, its credit rating has not been affected. This bodes well for the City's long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

Given this expected increase in borrowing, it is fundamentally important that the City continues its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating. Effective debt management and a well-developed debt policy will help maintain the City's positive financial reputation, facilitate borrowing and ensure competitive rates for the City.

Summary

Regina's current financial condition is stable. The City is heading in the right direction but, with deteriorating assets and insufficient funds available to renew or replace them, it is not funding services at sustainable levels for the long term. While it has instituted whole-life costing for some assets, most notably the new Mosaic Stadium and the Wastewater Treatment Plant, there is still work to be done to identify lifecycle costs, document service level expectations, assess asset condition levels and create financing plans for all programs and services. But Regina has the potential to address these issues – with a strong credit rating and plans for building an asset management strategy, it is well-positioned to build and fund plans that sustain services for the long term.

Budget Process

The budget process at the City of Regina starts off with strategic and business planning and ends with a Council-approved plan for the upcoming year.

The Executive Leadership Team directs the creation of the annual budget by establishing a process for identifying service requirements, creating staff teams responsible for implementing the process and providing directions that guide their work.

The Administration's approach to budget development looks at a number of factors, including:

- The importance of maintaining affordable services.
- The expectation the City's financial condition will improve to achieve the *Design Regina* Community Priority of *Long-term financial viability*.
- The need to maintain service levels when costs are escalating and the city is growing.

Executive Leadership Team (ELT) Directions

In May 2014, the ELT issued a call for budget estimates using the following criteria:

Operating Budget

Services and service levels should be similar to those provided in 2014, as approved or amended by City Council.

Operating costs could not exceed the Municipal Price Index (MPI) of 3.34%. MPI is a generally accepted indicator, similar to the Consumer Price Index (CPI), that describes the estimated cost increase for the average basket of goods typically purchased by a city.

Cost increases driven by population growth have to be accommodated within the MPI cap.

In cases where spending could not be accommodated within the cap, requests were to be subjected to additional scrutiny to determine whether they should be recommended to Council, or whether service adjustments should be recommended instead that avoided the need for increased spending.

Capital Budget

The 2015 capital budget should reflect the 2015 forecast approved in the 2014 capital budget, adjusted for the reduced funds available from the operating budget

Budget Advisory Group (BAG) Process

Once departmental budget estimates were completed, ELT charged a cross-divisional team of directors and managers with the responsibility to examine the estimates and any requests for incremental funding. Funding requests were ranked as follows:

Operating Budget

1. Projects that have been deemed "high priority" by ELT.
2. Spending adjustments resulting from uncontrollable cost increases, such as electricity and fuel.
3. Spending adjustments required to meet regulatory or safety obligations or to preserve existing service levels.
4. Projects that have been deemed "medium priority" by ELT.
5. Projects that have been deemed "low priority" by ELT.
6. Projects that have been deemed high priority to a division or department.

Capital Budget

1. Projects requiring capital investment that have been deemed "high priority" by ELT.
2. Pre-approved capital program expenditures from year two of the 2014 five-year capital plan.
3. Contractual obligations.
4. Projects requiring capital investment that have been deemed "medium priority" by ELT.
5. Continuation of existing Active Capital Projects.
6. Projects where all of the resources are provided either through partners, funders or reserves.

Following its review, the BAG made recommendations to ELT about the draft 2015 budget. ELT then made the final decisions about what to recommend to Council.

Service Partners

The City's Service Partners, including the Regina Police Service, Regina Exhibition Association Ltd (REAL), Wascana Centre Authority and the Regina Regional Opportunities Commission, received the same criteria as the municipal administration for determining spending requests and were asked to work within those parameters. Their funding requests form part of this document and are included later in this report.

Council's Role

The proposed budget is based on recommendations from various City departments and service partners, scrutiny by the Budget Advisory Group as well as review and refinement by ELT. This budget reflects the administration's best advice on how to achieve Council's policy and service priorities given the City's current resources. Ultimately, Council determines the programs and service levels that will be included in the 2015 budget.

Key Issues and Priorities

Risks

There are a number of risks that, if realized, could affect the City's ability to sustain current service levels. Two risks with potentially significant impacts are:

Asset condition: The City recently completed an assessment of Regina's roadways. While the most heavily used roads are generally operating at expected levels, there are significant issues for residential roads (which resulted in a 25-year plan to renew them).

In the absence of thorough asset condition information, there is a risk that one or more assets could deteriorate or even fail, resulting in a reduction in service levels to citizens. The development of good asset condition information and plans to address asset weaknesses is a priority for the City and a focus of this year's budget.

Succession Planning: In this current economic environment of low unemployment and rising incomes, Regina is poorly positioned to compete in the labour market. Indeed, the City is already having difficulty recruiting for key positions. This issue is further complicated by the fact that one-third the City's workforce is eligible to retire in the next six years. Not only will the City need to recruit replacement workers but it will also be losing significant experience and service knowledge.

A key element of the City's strategic plan will be to deal with the recruitment and retention of employees, including strategies to ensure they have the knowledge, skills and abilities to meet the service expectations of Regina residents.

Financial Position

Revenues

Tax revenues and government transfers – as a percentage of the City's total revenue – will be lower in 2015 than in the four previous years. The most significant change concerns boosting the use of reserves to fund ongoing major projects from 1% to 2%. This is largely the result of the Regina Revitalization Initiative (RRI) Stadium Project, the money for which has been placed in a reserve to be available when required.

Diversified revenue streams can reduce a city's reliance on other levels of government. Non-tax revenues include user fees for landfills, recycling and transit fares, licences, levies and fines.

Taxation

The City's taxation authority is limited by *The Cities' Act*, which restricts taxation to property taxes, amusement taxes and special taxes. The mill rate is the primary determinant for property tax revenue and grants or payments in lieu of property tax. Property tax revenues account for 50% of 2015's forecasted revenues.

The City continues to consider alternative revenue sources to meet increasing operating and capital funding needs as Regina continues to grow.

Regina's Primary Provincial Funding - Municipal Operating Grant (MOG)

The Municipal Operating Grant is a long term, predictable and sustainable approach to provincial funding for municipalities. It provides for a 1% share of Provincial Sales Tax (PST) revenues to municipalities throughout the province. The City will receive $41.2 million from the MOG in 2015, up $1.3 million from 2014 funding levels. However, when examined as a percentage of total revenues, the impact of MOG is declining – from 13% in 2012 to 11% in 2015. The chart below shows the funding from the provincial government from 2007-2015 (Figure 13).

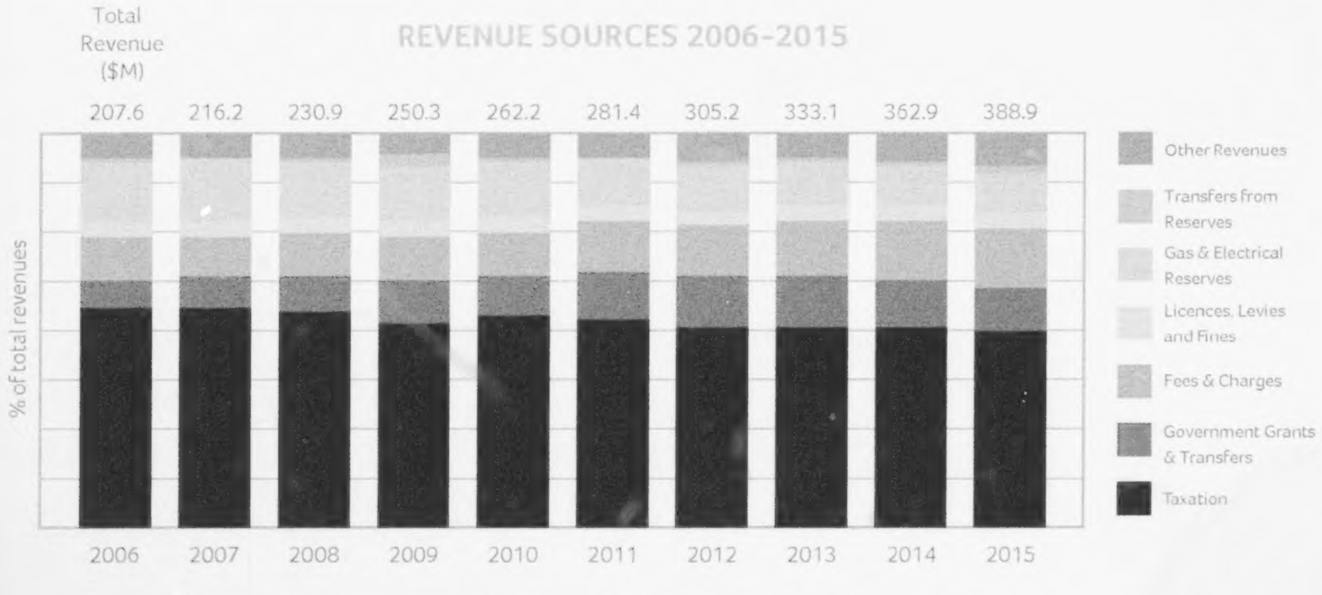


FIGURE 12: CITY OF REGINA REVENUE SOURCES AS A PERCENTAGE OF TOTAL REVENUES (2006-2015)

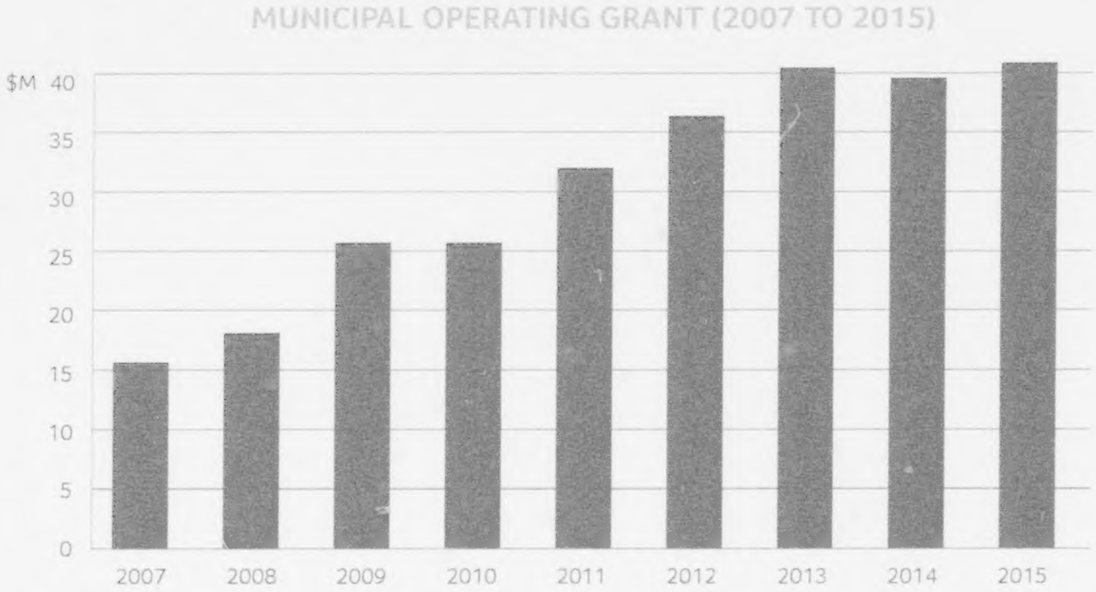


FIGURE 13: PROVINCIAL GOVERNMENT FUNDING TO THE CITY OF REGINA THROUGH REVENUE SHARING AND/OR THE MUNICIPAL OPERATING GRANT (MOG)

Expenses

Money raised by the City is used to fund programs and services for Regina residents. The cost of those services is increasing in absolute dollars. As a percentage of total spending; however, the City is spending less on programs and service delivery and more on infrastructure (Figure 14). Programming costs accounted for 84% of the total expenditures in 2011 but that's expected to fall to 77% in 2015.

With the reduction in funding from other levels of government, the City is using more of its own financing sources to cover infrastructure costs. From 2009-2013, own source revenue (operating contributions to capital and reserves) accounted for 52% of capital funding. That will increase to 74% for 2014-2018 (Figure 15). Funding from current operating contributions has increased from $13.7 million in 2009 to a projected $30 million in 2018.

Capital Assets

The City is using more of its own funding sources, including current operating contributions, reserves, development charges and debt, to finance capital investments. This is coupled with a significant increase in capital spending by the City. In the charts in Figure 15 below. The larger section of each pie chart represents the percentage of the City's resources that have been allocated or are anticipated to be allocated to capital projects. The smaller, lifted areas of the pie charts represent resources received from other external partners, including other governments. There has been a dramatic change in funding sources, due in part to the City's strategic focus on increasing its investment in infrastructure renewal. However, there has also been a reduction in transfer payments from other levels of government.

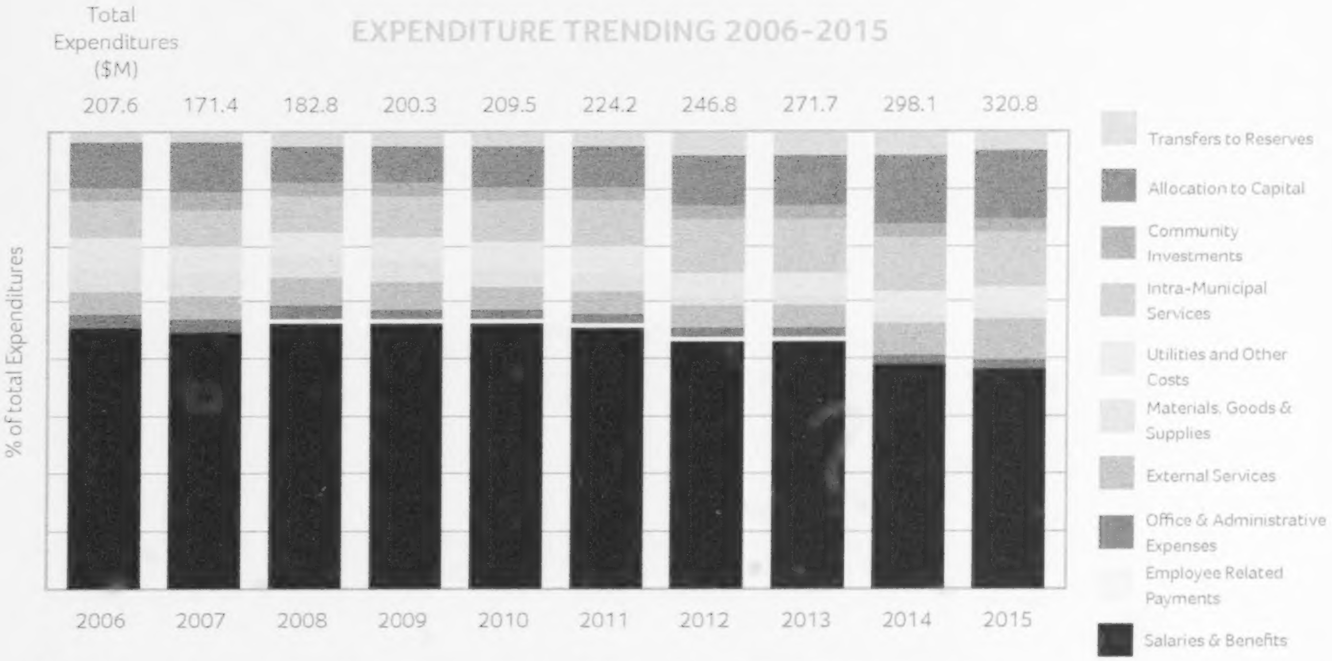


FIGURE 14: CITY OF REGINA EXPENDITURE CATEGORIES AS A PERCENTAGE OF TOTAL EXPENDITURES (2006-2015)

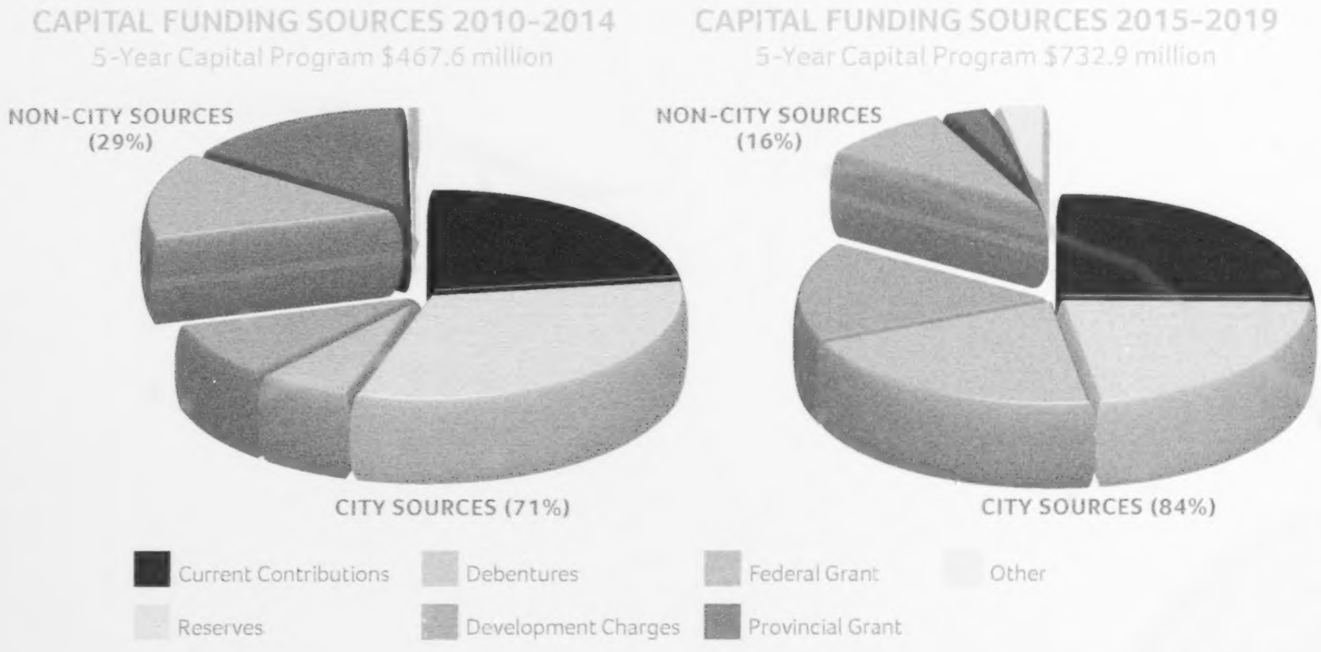


FIGURE 15: CHANGES IN THE SOURCE OF FUNDING INVESTED IN INFRASTRUCTURE AT THE CITY OF REGINA.

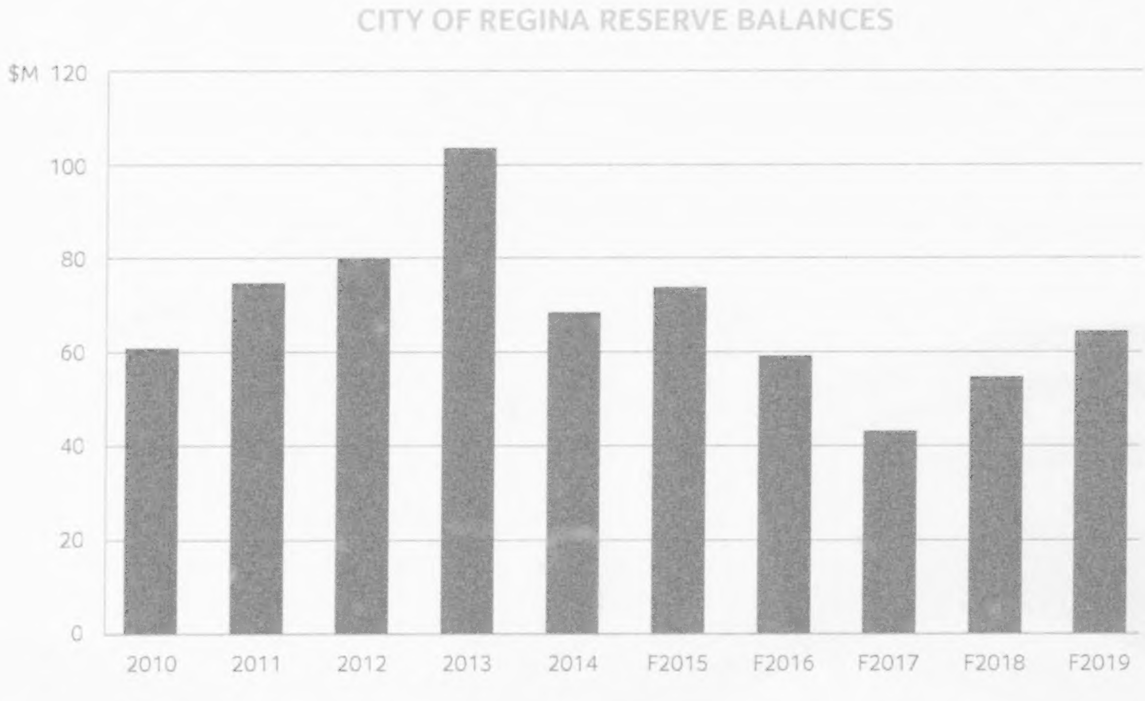
Reserves

Reserves will fund $167 million in capital between 2014 and 2018. The net long-term impact of this will be a reduction in City reserves (Figure 16).

To maintain, replace or strengthen reserve balances over the long term, they will require increased revenues. Alternately, services could be delivered by different methods requiring less municipal funding, such as public-private partnerships, or service levels could be reduced.

Debt Financing

The City's reliance on its own sources of funding for capital investment has also impacted debt levels. While the issuance of debt can provide for increased capital funding, the amount owing plus the related interest must be paid off in future years from operating funds. Debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment. While interest costs will add to the total bill, the rapid escalation of construction costs over the past few years indicate that debt financing could lower the overall costs in certain circumstances. With interest rates continuing to hover near historic lows, more municipalities are turning to debt to finance infrastructure requirements.



F - denotes forecast

FIGURE 16: CITY OF REGINA RESERVE BALANCES (2010 TO 2019)

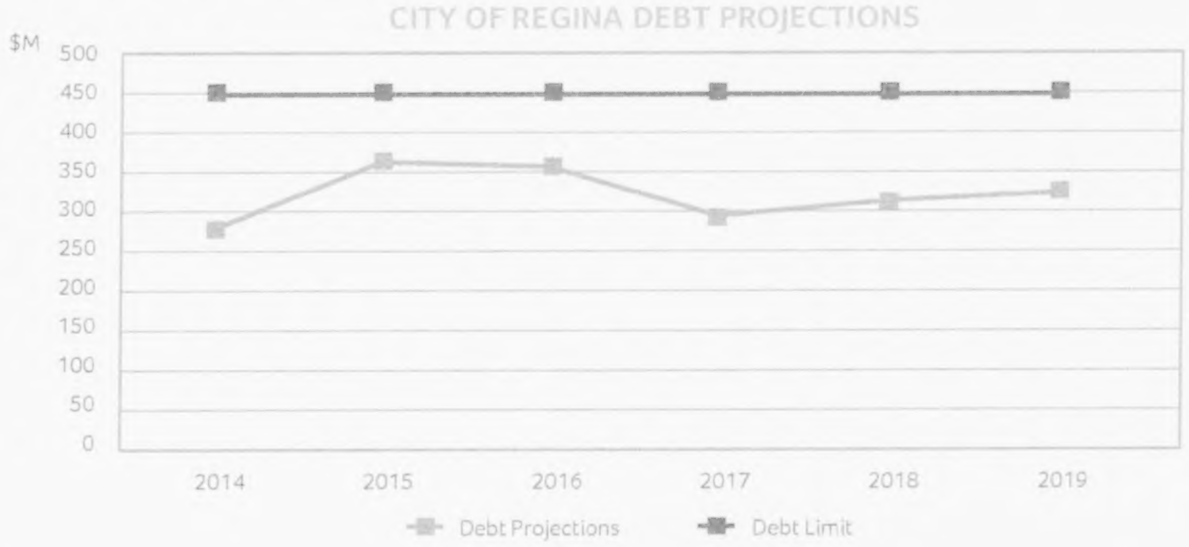


FIGURE 17: CITY OF REGINA DEBT PROJECTION

The City of Regina has an approved debt limit of $450 million. The chart above represents the General Capital Investment Plan's potential demand for debt from 2014-2019 compared to its debt limit (Figure 17). The increased reliance on debt financing will reduce future spending flexibility.

Regina's debt levels have historically compared favourably to those of other Western Canadian cities but they're starting to increase. The chart below compares the City's debt per household to that of other cities on the Prairies (Figure 18).

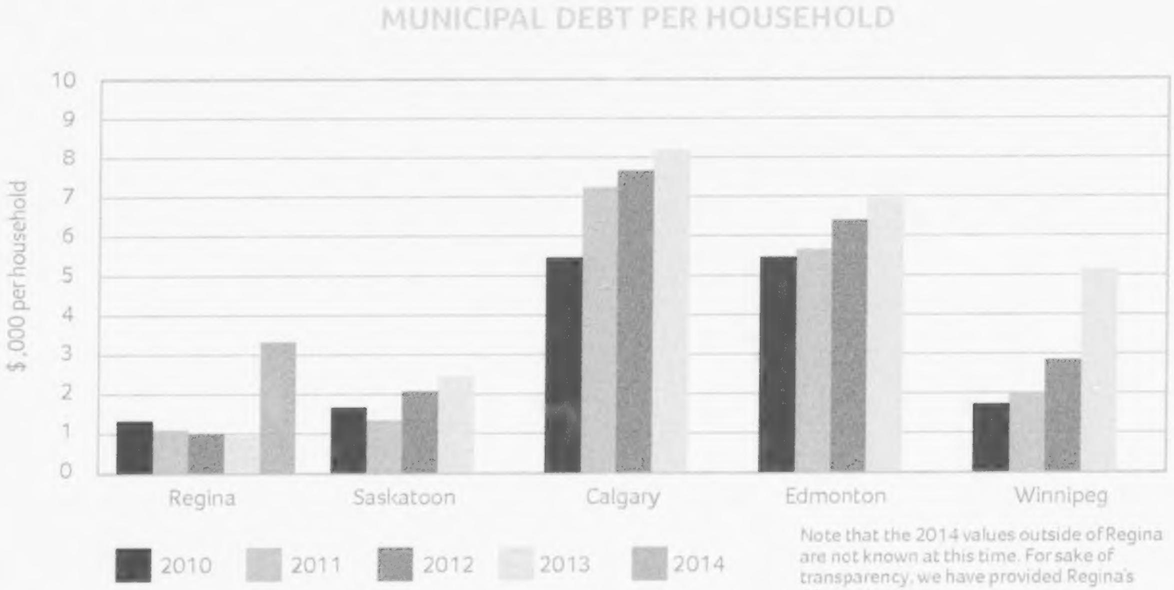
Service Agreement Fees

The City enters into agreements with private developers to undertake greenfield development. Those firms have been required to provide upfront servicing of lots, including water, sewer and roads, as part of their agreement with the City.

In addition to delivering basic servicing, developers must also pay a Service Agreement Fee (SAF) when entering into a servicing contract or development levy agreement. The developers are required to pay the City a predetermined amount per hectare of land within the development area.

The funds are intended to be put towards the construction of regional infrastructure, such as traffic signals, wider roads and increased capacity of water and sewer trunk lines, to support new development.

But funds associated with a specific agreement are not necessarily managed on a project-by-project basis because these infrastructure demands do not necessarily occur exclusively within the particular development. For example, each new development places an indirect demand on wastewater treatment facilities and major arterial roads. City policy determines the projects and the percentage of project costs that are eligible for SAF funding. This percentage is based on the estimated proportion of benefits from any project that flow to existing residents. The City covers any infrastructure costs not paid for by SAFs through property taxes and other revenues.



Note that the 2014 values outside of Regina are not known at this time. For sake of transparency, we have provided Regina's 2014 values.

FIGURE 18: CITY OF REGINA'S DEBT PER HOUSEHOLD COMPARED WITH OTHER WESTERN CITIES

In the case of roadways, water, and sewer costs for development, the City typically incurs these costs prior to the development's completion. Cash outflows to fund projects usually occur before the development is fully built out while parks and recreation infrastructure costs are generally incurred later in the process.

Fees have been calculated based on the anticipated cost of connecting and supporting infrastructure over 20 years. They are designed so that the City is fully repaid for any development-related costs before that time is up.

As part of the Official Community Plan (OCP) process, the City launched a project to determine how to finance the new development outlined in *Design Regina*. It examined the manner in which SAFs were calculated and paid and identified financial risks to the City. These included:

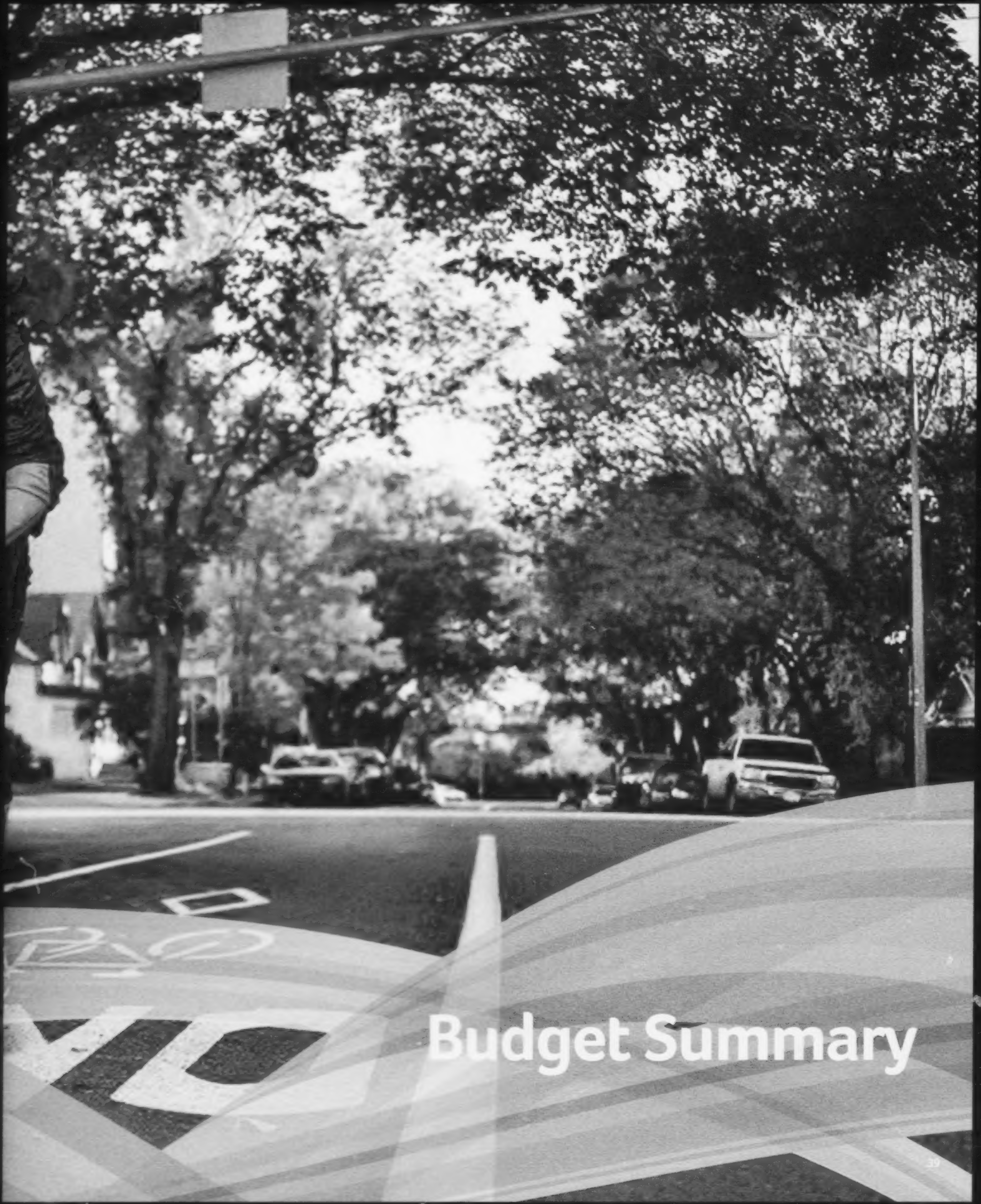
1. The recognition that even though the residents of existing neighbourhoods might enjoy numerous benefits from enhanced infrastructure, the only reason the infrastructure needed to be improved in the first place was the rising population resulting from the economic growth. Where the City's proportion of these costs was small (less than 15%), it instituted a new requirement that developers pay the full cost through SAFs so that financial pressures created by new development, such as the establishment of new roadways as well as water and sewer infrastructure do not result in excessive costs to existing residents.
2. Some infrastructure built by the City using SAFs needs to be completed well before the SAFs are paid, which occasionally requires the City to incur debt to pay for the work. This results in a significant risk for the City, particularly if there's a downturn in the economy. The City; however, established SAF rates at a level that takes this risk into account and minimizes the debt exposure.

The institution of these two factors – on a temporary basis pending a full review of the SAF policy scheduled for 2015 – resulted in significant increases to the SAF rate. The City also requires developers to provide more infrastructure than simply the basic servicing of a new development. This allows developers to identify innovative solutions at a potentially lower cost.

The impact of these policy changes was felt immediately in the 2015 budget. Some infrastructure was removed from the five-year plan as developers were required to deliver it directly. In addition, some projects where the City would have had to pay a portion of the costs are now being fully funded through SAFs. The City could therefore accommodate its annual capital program without significantly increasing the investment required. An expansion to the Residential Roadways Program is proposed and, if approved, would require increased investment. This increased investment is accounted for in the proposed mill rate increase.

Deferred Revenue – Dedicated Lands Charges

Developers are required to dedicate a portion of a development as municipal reserve. The legislation governing it says a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until they are allocated to eligible expenditures. The funds are to be put towards the purchase of land for public use or the development and maintenance of existing municipal reserves.



Budget Summary

2015 Budget Summary
($000s)

	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change	
				Dollar Change	Per Cent Change
Revenue					
Taxation	184,933.4	183,146.4	**195,368.9**	10,435.5	5.6
Government Grants and Transfers	41,936.0	42,231.2	**43,581.3**	1,645.3	3.9
Licences, Levies and Fines	14,509.6	12,225.6	**14,271.7**	(237.9)	(1.6)
Fees and Charges	55,380.2	56,335.9	**57,497.1**	2,116.9	3.8
Other Revenue	66,137.1	75,922.3	**78,191.9**	12,054.8	18.2
Civic Total	362,896.3	369,861.4	**388,910.9**	26,014.6	7.2
Regina Police Service	8,266.2	8,575.5	**8,873.6**	607.4	7.3
Total General Operating Revenue	371,162.5	378,436.9	**397,784.5**	26,622.0	7.2
Expenditures					
Salaries & Benefits	145,431.7	142,474.8	**152,522.9**	7,091.2	4.9
Employee Related Payments	1,399.6	1,557.4	**1,462.8**	63.2	4.5
Office & Administrative Expenses	6,033.8	6,268.2	**6,361.8**	328.0	5.4
Professional & External Services	19,727.9	22,265.9	**27,478.1**	7,750.2	39.3
Materials, Goods & Supplies	7,447.4	7,039.0	**7,397.6**	(49.8)	(0.7)
Utilities and Other Costs	13,884.7	14,164.8	**15,028.8**	1,144.1	8.2
Intra-Municipal Services	37,005.3	37,727.8	**37,253.5**	248.2	0.7
Civic Operating Costs	230,930.4	231,497.9	**247,505.5**	16,575.1	7.2
Community Investment	8,171.9	9,503.4	**10,552.5**	2,380.6	29.1
Allocation to Capital	43,748.1	43,743.7	**48,177.2**	4,429.1	10.1
Transfers to Reserves	15,265.2	18,535.7	**14,629.1**	(636.1)	(4.2)
Civic Other Expenditures	67,185.2	71,782.8	**73,358.8**	6,173.6	9.2
Total Civic Expenditures	298,115.6	303,280.7	**320,864.3**	22,748.7	7.6
Regina Police Service	73,046.9	73,356.2	**76,920.2**	3,873.3	5.3
Total General Operating Expenditures	371,162.5	376,636.9	**397,784.5**	26,622.0	7.2
Net Operating Expenditures/(Revenue)	-	1,800.0	-	-	-

Note: The 2014 year end surplus would be transferred to the General Fund Reserve.

Analysis of Civic Budget Changes – Revenues (Excludes Police)

Details	($000s)
2014 Revenues	362,896.3
1 Remove Prior Year One-time Revenues	(2,851.3)
2 Taxation - 4.3% Mill Rate Increase	7,895.4
3 Taxation - Assessment Growth, Tax Recoveries and Changes to Supplemental Taxes	2,540.2
4 Government Grants & Transfers Municipal Operating Grant = $1.3 M Affordable Home Ownership Program $0.4 M	1,645.3
5 Licences, Levies & Fines	(237.9)
6 Fees & Charges Transit Fees (related to Fare Increase) $1.5 M Building Permit Fees $1.2 M Community Services & Parking - $0.6 M	3,287.6
7 Other Revenue Municipal Surcharges on Gas & Electricity - $4.0 M Interest Revenue - $0.6 M Utility Transfer/Administration Fees - $0.4 M	5,057.0
8 Funding from Reserves	8,678.3
2015 Budget	388,910.9

Analysis of Civic Budget Changes – Expenditures (Excludes Police)

Details		($000s)
2014 Budget		**298,115.6**
1.	**Salaries and Benefits** (Base Change) - Includes cost changes resulting from in-range progression increases on the same level of staff that was approved in 2014, classification reviews and employer benefit costs. Includes operating fund only (110 Fund).	6,285.9
2.	Remove 2014 One-Time Expenses (Base Change)	(1,451.2)
3.	Regina Revitalization Initiative Program Costs & Reserve Transfer	3,183.8
4.	Increase to Current Operating Contributions to Capital	2,998.1
5.	**Sustaining Current Services** (On-going) Increases in expenditures that are required to continue to provide the current services in the future. Software licensing, GPS for transit, records storage, pothole patching, winter road maintenance, sidewalk clearing and concrete maintenance & implementation costs for the downtown transportation study. FTE increase of 1.00	2,302.5
6.	**Affordable Housing Program - (Base Change)** Funded through the the Social Development Reserve	1,815.0
7.	Debt Servicing Costs	1,431.0
8.	**Service Level Impacts** (On-going) Increases in expenditures to ensure service levels are maintained. Regina Humane Society contract ($762 K), support & maintenance for technology and assets, parking enforcement and devopment control staff. FTE increase of 4.96	1,292.1
9.	**Community Investment Increase (On-going)** Wascan Centre Authority ($489 K) Regina Regional Opportunities Commission ($796.6K)	1,285.6
10.	Consulting related to Intensification Work Plan, SAF Policy Review & Human Resources (One-time)	970.0
11.	**Uncontrollable Price Increases** (On-going) Increases in expenditures that are due to price not volume. This increase cannot be managed by doing less, renegotiating a different price or going to a different supplier. Includes banking services, insurance premiums, commissions and contractual obligations.	627.2
12	**Linked to Capital** (On-going) Expenditures required to support approved Capital projects.Resources required for North Central Shared Facility, Douglas Park Support Facility Operating Costs & expansion of Paratransit services. FTE increase is 1.25	412.6
13.	Changes to costs allocated from/(to) other departments	829.8
14.	Transfers to Reserves	766.3
2015 Budget		**320,864.3**

Compensation/Staffing trends

Salary and Benefits

The increase in the civic portion of the budget for salaries and benefits of $6,285.9 million is projected based on:

- New collective agreements for CUPE Local 7, CUPE Local 21, Amalgamated Transit Union Local 588 and the Regina Professional Firefighters Association, Local 181, International Association of Firefighters were signed in 2014. Negotiations are ongoing with the Civic Middle Management Association.
- The City is facing the same challenges as other employers with the shortage of labour resulting from demographic trends and economic growth in Western Canada.

The following table provides a summary of the staff complement reflected in the General Operating Budget for 2014 and 2015.

This does not include positions funded through the Water and Sewer Utility Budget.

Staff Complement (FTE's)

	2014			2015			
Department	**Permanent**	**Casual**	**Total FTE**	**Permanent**	**Casual**	**Total FTE**	**FTE Change**
General Operating Budget							
Civic Administration							
City Council & Committees	16.0	0.0	16.0	16.0	0.0	16.0	0.0
Office of the City Manager	68.0	0.0	68.0	68.0	0.0	68.0	0.0
Corporate Services	292.6	22.6	315.2	293.6	23.4	317.0	1.8
Chief Operating Officer	10.0	0.0	10.0	5.0	0.0	5.0	(5.0)
City Services	386.5	191.0	577.5	390.4	189.9	580.3	2.8
City Planning & Development	179.7	4.1	183.8	181.7	4.1	185.8	2.0
Transportation & Utilities	203.2	82.9	286.1	217.2	70.1	287.3	1.2
Fire & Protective Services	336.5	0.0	336.5	336.5	0.0	336.5	0.0
Major Projects	0.0	0.0	0.0	5.0	0.0	5.0	5.0
Civic Total	**1,492.6**	**300.5**	**1,793.1**	**1,513.4**	**287.5**	**1,800.9**	**7.8**
Regina Police Service	**549.0**	**17.0**	**566.0**	**561.0**	**17.0**	**578.0**	**12.0**
Subtotal	**2,041.6**	**317.5**	**2,359.1**	**2,074.4**	**304.5**	**2,378.9**	**19.8**
Costing Fund							
Corporate Services	132.8	1.9	134.7	132.6	1.9	134.5	(0.2)
City Services	0.0	9.8	9.8	0.0	9.8	9.8	0.0
City Planning & Development	5.2	0.0	5.2	5.2	0.0	5.2	0.0
Transportation & Utilities	9.7	2.8	12.5	9.7	2.8	12.5	0.0
Costing Fund Total	**147.6**	**14.4**	**162.2**	**147.4**	**14.4**	**162.0**	**(0.2)**
Total City	**2,189.2**	**331.9**	**2,521.3**	**2,221.8**	**318.9**	**2,540.9**	**19.6**
General Capital Budget							
City Council & Committee	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Office of the City Manager	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Services	2.0	0.0	2.0	2.0	0.0	2.0	0.0
City Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City Planning & Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation & Utilities	17.6	1.1	18.7	17.1	1.1	18.2	(0.5)
Fire & Protective Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Major Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Budget Total	**19.6**	**1.1**	**20.7**	**19.1**	**1.1**	**20.2**	**(0.5)**
Total	2,208.8	333.0	2,542.0	2,240.9	320.0	2,561.1	19.1

Note:

1. The 2014 numbers are restated to reflect the organizational changes that were effective August 1, 2014.
2. Costing Fund refers to FTEs that provide service to other divisions of the City.

The changes in the staff complement for the Civic Administration include:

Corporate Services

- The addition of a casual caretaker to ensure maintenance and operations of new and enhanced assets (0.05 FTE)
- The addition of a casual caretaker to assist with maintenance at the Douglas Park Facility (0.75 FTE)
- The addition of a permanent program development coordinator in Building Services to develop, train, manage and evaluate departmental and operational programs as well as field related activities (1.0 FTE)

Costing Fund Changes

- The addition of a permanent skilled labourer to provide service at the downtown transit shelters in response to findings in the Downtown Transportation Study (1.0 FTE). The recommendations resulting from this study were approved by Council in May, 2014 (CR14-40)
- The reduction of journeyperson carpenters to allow the creation of a program development coordinator in the Facilities Management Services area (-1.2 FTE)

Chief Operating Officer

- The reallocation of positions based on the reorganization that was effective August 2014 (-5.0 FTE)

City Services

- The addition of a permanent parks maintenance lead man, which was created by reallocating casual labour dollars with the net reduction of casual FTE (-0.22 FTE)
- The addition of a project change manager for the North Central Shared Facility to oversee the project and work closely with the partners (1.0 FTE). The City's participation in the facility was approved by Council in September 2014 (CR14-105)
- The reallocation of positions based on the August 2014 reorganization (2.0 FTE)

City Planning and Development
Net Zero Staffing Changes (funding offsets)

- The addition of a city planner II is required to help the branch meet performance standards in development application review processes (1.0 FTE)
- The addition of a development control officer II would be responsible for front line permit intake and review of processes (1.0 FTE)
- The addition of a coordinator of building permits and coordinator of residential inspections would operate the branch (2.0 FTE)
- The reallocation of positions based on the August 2014 reorganization (-2.0 FTE)

Transportation and Utilities

- The addition of a casual labourer dedicated to sidewalk clearing (0.13 FTE)
- The addition of a casual labourer for street sweeping associated with infrastructure growth (0.74 FTE)
- The conversion of casual to permanent positions for roadways (-4.39 FTE)
- The addition of a casual labourer for the new scale system at the landfill (0.7 FTE)
- The addition of a permanent crew lead at the landfill to supervise the front line staff (1.0 FTE)
- The reallocation of positions based on the August 2014 reorganization (3.0 FTE)

Major Projects

- The reallocation of positions based on the August 2014 reorganization (5.0 FTE)

Revenue Sources

Taxation Detail ($000s)

Revenue Source	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Municipal Property Tax	169,719.2	167,514.2	**179,765.1**	10,045.9	5.9
Payments and Grants in Lieu of Tax	11,079.2	11,646.7	**11,743.8**	664.6	6.0
Total Property Tax	180,798.4	179,160.9	**191,508.9**	10,710.5	5.9
Supplementary Property Tax	2,000.0	1,700.0	**1,600.0**	(400.0)	(20.0)
Recovery from Other Taxing Authorities	2,175.0	2,325.5	**2,300.0**	125.0	5.7
Tax Cancellations	(40.0)	(40.0)	**(40.0)**	-	-
Total	184,933.4	183,146.4	**195,368.9**	10,435.5	5.6

The 2015 budget for property taxes and grants in lieu of property taxes is $191.5 million, an increase of $10.7 million from a year ago. This amount consists of a $7.9-million increase in the municipal mill rate, and a $2.8-million increase in tax revenue from growth.

The key assumptions or factors that impact the budget are:

A 3.3% increase in the municipal mill rate for 2015 plus an additional 1% dedicated to local road improvements for a total increase of 4.3%. The mill rate for 2014 was 8.9371 compared to 9.3214 for 2015. With no mill rate increase, tax revenues would increase by $2.8 million. Funding sources worth $7.9 million or fee adjustments or some combination of the two would need to be found to balance the budget.

The property tax revenue in previous years reflected a reduction of the budgeted levy amount by the projected appeal risk. Since 2010, there has been no provision to fund appeal risk in the general operating budget so the 2015 property tax projection is not adjusted for that.

At the time of the publication of this book, the 2015 preliminary tax assessment roll was unavailable. The estimated mailing date of the 2015 assessment notices is November 7, 2014. The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2015. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2015 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

The following table details the property tax and grants in lieu of tax revenue (budget to actual/forecast) for the last five years. The property tax revenue includes supplementary taxes.

Tax Revenue ($000's)	2010	2011	2012	2013	2014	2015
Property Tax:						
Budget	128,300.6	136,205.3	144,729.1	154,996.8	169,719.2	179,765.1
Actual/2014 August Forecast	127,519.4	136,130.0	142,516.6	154,451.4	167,514.2 [1]	-
Variance	(781.2)	(75.3)	(2,212.5)	(545.4)	(2,205.0)	-
Grants In Lieu of Property Tax:						
Budget	9,196.2	9,608.1	9,608.1	11,079.2	11,079.2	11,743.8
Actual/2014 August Forecast	8,604.2	9,415.1	11,050.0	11,349.7	11,646.7	-
Variance	(592.0)	(193.0)	1,441.9	270.5	567.5	-

Note: As a result of assessment appeal decisions within the year and allowances for outstanding assessment appeals at the end of each year, there can be significant volatility in actual tax revenue compared to budgeted revenues. The 2014 August forecast includes the estimate for assessment appeals risk.

Mill rates and mill rate factors serve different purposes. The mill rate, applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. The following table is the history of mill rates, including those for the schools and library, over the last 10 years. There have been reassessments in 1997, 2001, 2005, 2009 and 2013. Upon each reassessment, the mill rate is recalculated such that there is no change in the total taxes levied. The annual per cent change for 2005, 2009 and 2013 in the following table is based on the mill rate for the particular year compared to the restated mill rate for the prior year.

	Municipal		Schools		Library		Total	
Year	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2003	18.6212	1.10%	19.7247	-	1.9745	3.50%	40.320	0.67%
2004	18.6212	-	19.7427	-	1.9745	-	40.338	-
2005	17.6987	4.00%	18.0264	-	1.8045	3.00%	37.5296	1.99%
2006	17.6987	-	18.5528	2.92%	1.9320	2.92%	38.1835	1.74%
2007	18.3907	3.91%	19.0166	2.44%	2.0267	4.90%	39.4340	3.17%
2008	18.9130	2.84%	19.7393	3.80%	2.1059	3.91%	40.7582	3.36%
2009	13.4420	-	*See Note 1*	-	1.4967	-	-	n/a
2010	13.9797	4.00%	*See Note 1*	-	1.5401	2.90%	-	n/a
2011	14.5389	4.00%	*See Note 1*	-	1.5919	3.36%	-	n/a
2012	15.1059	3.90%	*See Note 1*	-	1.6221	1.90%	-	n/a
2013	8.4404	4.45%	*See Note 1*	-	0.8947	2.90%	-	n/a
2014	8.9367	5.88%		-	0.9126	2.90%	-	n/a
2015	9.3214	4.30%						
Average Increase - 2003 to 2015		**2.95%**				**2.68%**		

Note:

1. The Provincial Government has changed the way education costs are funded by the Province and to the way that education property taxes are calculated.

- The Province now sets province-wide mill rates to calculate the education tax for properties.
- The Province has changed the level of direct funding for school boards.
- The Province-wide mill rates for 2015 will be known when the provincial budget is announced.

Mill rate factors can be established by City Council for each property class or subclass. The factors change the distribution of the total tax levied but do not increase or decrease the total tax collected. The following table shows the mill rate factors since 2011.

Mill Rate Factors

Property Class/Subclass	2011	2012	2013	2014	2015
Residential (including condominiums)	0.90059	0.90059	0.87880	0.87880	0.87880
Multiple Family Residential	0.90059	0.90059	0.87880	0.87880	0.87880
Commercial and Industrial	1.22945	1.22945	1.32901	1.32901	1.32901
Exterior Hotels	n/a	n/a	n/a	n/a	n/a
Golf Courses	0.92187	0.92187	0.86359	0.86359	0.86359
Resource Property	n/a	n/a	1.32901	1.32901	1.32901
Agriculture	1.22945	1.22945	1.32901	1.32901	1.32901

Note: the 2015 mill rate factors are based on the current practices; however, these are under review and may change after the publication of the budget.

In 2009, the province announced changes to the funding of education and the way property tax is calculated in for the education levy. Province-wide education levy mill rates are now set by property class with mill rate factors no longer used to calculate the education portion of property taxes. Mill rate factors can still be applied to calculate the municipal and library property tax levies, however. The following table shows the education mill rates as set by the province. The 2015 provincial mill rates will be announced with the provincial budget in March 2015.

Property Class	2014
Residential (including condominiums)	5.03
Multiple Family Residential	5.03
Agriculture	2.67
Resource Properties	11.04
Commercial and Industrial (All)	8.28
Commercial and Industrial (Taxable Assessment less than 499,999)	n/a
Commercial and Industrial (Taxable Assessment is 500,000 to 5,999,000)	n/a
Commercial and Industrial (Taxable Assessment is greater than 6,000,000)	n/a

Government Grants and Transfers

Operating Revenue Summary ($000s)

Revenue Source	2014 Budget	2014 August Forecast	2015 Budget	Dollar Change	Per Cent Change
Municipal Operating Grant	39,910.0	39,938.3	**41,200.3**	1,290.3	3.2
Paratransit Grant	980.0	980.0	**1,005.0**	25.0	2.6
Other Grants:					
Discount Transit Pass Grant	520.0	650.0	**520.0**	-	-
Recycling Grant	140.0	43.0	-	(140.0)	(100.0)
Urban Highway Connector Program	386.0	394.1	**386.0**	-	-
Affordable Home Ownership Program	-	220.8	**470.0**	470.0	-
Misc grants	-	5.0	-	-	-
Total	41,936.0	42,231.2	**43,581.3**	1,645.3	3.9

Municipal Operating Grant

The Province of Saskatchewan provides an annual grant to municipalities equivalent to one-fifth of the revenues generated by the 5% Provincial Sales Tax (PST). These grant funds to municipalities across the province according to a formula. In 2015, the City of Regina anticipates a Municipal Operating Grant of $41.2 million, an increase of 3.2% over 2014.

Paratransit Grant

The Paratransit grant is projected to be $1.0 million in 2015, which is an increase of $25,000 from the previous budget.

Paratransit receives operating and capital grants from the Province's Municipal Transit Assistance for People with Disabilities program. When it was first implemented, the program funded up to half of the net operating cost of the Paratransit program and up to three-quarters of the capital cost. The operating grant has been converted to a performance-based grant with the level of funding linked to the number of trips.

The Paratransit grant has not kept pace with service needs and costs. The following table provides information on the operating grants since 2010.

Paratransit Service ($000's)	2010	2011	2012	2013	2014	2015
Provincial Operating Grant	1,056.0	1,148.2	1,151.0	1,137.0	980.00	980.00
City's Operating Contribution	2,527.0	2,472.5	2,206.0	2,693.0	2,997.2	2,807.3
Total Contributions	3,583.0	3,620.7	3,357.0	3,830.0	3,977.2	3,787.3
Provincial Operating Grant	29.5%	31.7%	34.3%	29.7%	24.6%	25.9%
City's Operating Contribution	70.5%	68.3%	65.7%	70.3%	75.4%	74.1%
Total Contributions	100.0%	100.0%	100.0%	100.0%	100.0%	200.0%

The Province's contribution has dropped from the initial target of 50% to as low as 25% of the net operating cost of the program. Based on 2015 funding, it is projected that the Province's contribution will be approximately 26%. The City supports a move to a performance-based system for providing the operating grants. The concern; however, is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs.

Discount Transit Pass Program

For 2015, the Discount Transit Pass Grant is projected to be $520,000 representing no change from the 2014 budget.

The Discount Transit Pass Program is an agreement between the City of Regina and the Ministry of Social Services that provides monthly bus passes at reduced rates for eligible clients and their families. Eligible clients must be participating in one of the following programs:

1. Saskatchewan Assistance Program (SAP)
2. Saskatchewan Assured Income for Disability (SAID)
3. Transitional Employment Allowance (TEA)
4. Provincial Training Allowance (PTA)
5. Saskatchewan Employment Supplement (SES)

From 2010-2013, the Government of Saskatchewan has been funding 37% of the program costs. Payments are received quarterly. The total 2014 grant is not final as it is dependent on the number of passes sold in the fourth quarter.

Urban Highway Connector Program

The City of Regina signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program (UHCP) developed by the Saskatchewan Ministry of Highways and Infrastructure (the Ministry). The Ministry will review the size of the payment every two years to determine whether an adjustment should be made.

The UHCP includes public highways located in a municipality that connects two provincial highways. This program provides annual Operations and Maintenance (O&M) Grants to maintain the following assets:

- Roadways
- Bridges and overpasses
- Expressway lighting
- Signs
- Pavement markings
- Winter road maintenance

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels required to maintain these assets. The total funding provided by the O&M grants to do so is $386,000 for 2015.

Rehabilitations, Capital Projects and Transportation Planning Grants are determined through an application process on a project-by-project basis and final approval of the provincial budget. All grants are funded based on the level of provincial interest.

Affordable Home Ownership Program

The 2015 budget for the Affordable Home Ownership program is $470,000 representing 94 affordable home units being constructed in the year.

The Affordable Homeownership Program (AHOP) is a provincial funding program for homeownership to which the City is enrolled. The City was accepted into the AHOP program in 2013. Funding from the province (Saskatchewan Housing Corporation) is provided to the City for each unit receiving a capital grant through the city's housing incentives policy. The amount is the equivalent to the five-year education tax on the property up to $5,000 per unit. These funds are used as partial funding for our capital incentive grant program.

Licences, Levies and Fines Detail ($000s)

Revenue Source	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Licences					
Business Licences	1,600.0	910.0	**945.0**	(655.0)	(40.9)
Animal Control and Impoundment	485.0	485.0	**485.0**	-	-
Taxi Licences	100.0	160.0	**100.0**	-	-
Levies and Other Taxes					
Paved and Gravel Alley Special Tax	4,689.1	3,073.4	**5,121.2**	432.1	9.2
Amusement Tax	700.0	680.0	**700.0**	-	-
Fines					
Court Fines	3,300.0	3,300.0	**3,300.0**	-	-
Parking Tickets	3,403.6	3,408.3	**3,403.6**	-	-
Animal Fines	181.9	181.9	**181.9**	-	-
Impound Fees	20.0	20.0	**20.0**	-	-
Fire Bylaw Violations	30.0	7.0	**15.0**	(15.0)	(50.0)
Total	14,509.6	12,225.6	**14,271.7**	(237.9)	(1.6)

The authority for licensing is Section 8 of *The Cities Act*. The majority of the licences issued by the City are pursuant to *The Licensing Bylaw, 2007*.

Business Licences

The 2015 budget for business licences is $945,000, a decrease of $655,000 from a year ago. There are two categories of business licences. There's the Resident Business Licence fee of $225 and the Non-Resident Business Licence fee of $450, as approved by Council through the adoption of report CR06-88. About 3,400 licences are issued every year, 95% of which are to residents with 5% to non-residents.

The following table details the business licence revenue (budget to actual/forecast) since 2010.

Business Licence Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	700.0	700.0	730.0	730.0	1,600.0	945.0
Actual/2014 August Forecast	733.0	816.3	832.4	790.3	910.0	-
Variance	33.0	116.3	102.4	60.3	(690.0)	-

Animal Control (includes both Licences and Fines)

The 2015 budget for this program is $686,900, which is the same as last year. *The Regina Animal Bylaw, 2009*, governs the licensing and fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

The following table details the animal control revenue (budget to actual/forecast) since 2010.

Amusement Tax Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	600.0	600.0	650.0	700.0	700.0	700.0
Actual/2014 August Forecast	733.1	728.0	752.8	719.9	680.0	-
Variance	133.1	128.0	102.8	19.9	(20.0)	-

Taxi Licences

The 2015 budget for taxi licences is $100,000 representing no change over the 2014 budget. The taxicab owner's annual licence fee is $375 for regular, temporary, seasonal and accessible taxicab owners. These fees are governed by the *Regina Taxi Bylaw*. All fees collected are used for the cost of the administration to run the licensing program.

Paved and Gravel Alley Special Tax

Funding for maintenance and reconstruction of alleys is derived from a Paved and Gravel Alley Special Tax levied pursuant to Section 275 of The Cities Act. It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

The 2015 budget of $5,121,200 is $432,100 higher than a year ago. This year's figure reflects an increase in labour, equipment and materials, along with an increase in administrative corporate overhead. There is also deferred revenue collected in prior years that will be expended in 2015.

The following table details rates for alleys and lanes since 2010.

Assessable Rates	2010	2011	2012	2013	2014	2015
Paved and Upgraded Alleys	$2.72/ft	$2.88/ft	$3.09/ft	$3.56/ft	$3.90/ft	$3.85/ft
Gravel Alleys	$1.71/ft	$1.81/ft	$2.04/ft	$2.33/ft	$2.57/ft	$2.71/ft

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue and placed into revenue which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2015.

The rate increase for 2015 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys.

Amusement Tax

The authority for amusement tax is Section 279 of *The Cities Act*. *Bylaw 2003-102*, the *Amusement Tax Bylaw*, establishes the amusement tax rate and defines the nature of entertainment that is subject to the tax. The amusement tax is applicable to the sale of movie tickets, and equal to 10%, with one-tenth of the amount going to the theatre as an administrative fee or commission for collecting the tax.

The projected revenue from the amusement tax is $700,000 for 2015, the same as a year ago. The administrative fee or commission is $70,000.

The following table details the amusement tax revenue (budget to actual/forecast) since 2010.

Amusement Tax Revenue ($000's)	2010	2011	2012	2013	2014	2015
Budget	600.0	600.0	650.0	700.0	700.0	700.0
Actual/2014 August Forecast	733.1	728.0	752.8	719.9	680.0	-
Variance	133.1	128.0	102.8	19.9	(20.0)	-

Court Fines

The projected revenue from court fines for 2015 is $3.3 million, the same as last year.

Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and the City of Regina *Traffic Bylaw*.

The following table details the court fine revenue (budget to actual/forecast) since 2010.

Court Fines Information ($000s)	2010	2011	2012	2013	2014	2015
Fine Revenue:						
Budget	3,100.0	3,100.0	3,100.0	3,300.0	3,300.0	3,300.0
Actual/2014 August Forecast	3,256.5	3,462.2	4,134.6	3,585.5	3,300.0	-
Variance	156.5	362.2	1,034.6	285.5	-	-

While the Province administers and enforces the collection of tickets, they deduct the following charges from the fine revenue remitted to the City:

- A court security fee of $320,000 per year.
- An administration fee of 25% of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees.

Parking Ticket Fines

The projected revenue from parking fines for 2015 is $3.4 million, the same as last year.

Fines and regulations for parking tickets are established in ***The Regina Traffic Bylaw No. 9900.***

Fines increased January 1, 2014. Parking fines range from $55 to $200 depending on the violation.

The following table provides a summary of the parking fine revenue since 2010 along with information on the tickets issued and paid as well as other related information.

Parking Ticket Information	2010	2011	2012	2013	2014	2015
Parking Ticket Fines ($000s):						
Budget	1,625.0	1,625.0	1,750.0	2,703.6	3,403.6	3,403.6
Actual/2014 August Forecast	1,445.1	1,564.9	1,946.4	2,412.0	3,408.3	-
Variance	(179.9)	(60.1)	196.4	(291.6)	4.7	-
Parking Tickets:						
Tickets Issued - City	68,482	65,526	83,816	110,746	-	-
Tickets Issued - Wascana/University	20,541	22,904	18,306	16,697	-	-
	89,023	88,430	102,122	127,443	-	-
Tickets Paid	75,707	75,278	83,858	105,915	-	-

Fire Bylaw Violations

The projected revenue from fire bylaw violations for 2015 is $15.0 thousand, which is a $15,000 reduction over the 2014 budget. These are fines issued for non-compliance with the regulations as set out in the ***Regina Fire Bylaw 2005-18.***

Fees and Charges Detail ($000s)

Revenue Source	2014 Budget	Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Landfill Fees	17,000.0	16,356.4	**17,120.0**	120.0	0.7
Recycling Fees	5,992.5	5,992.5	**5,906.5**	(86.0)	(1.4)
Transit & Paratransit Fees	7,895.1	8,429.1	**9,428.1**	1,533.0	19.4
Building Permit Fees	4,000.0	5,000.0	**5,241.0**	1,241.0	31.0
Development Application Fees	2,421.5	2,649.4	**2,207.1**	(214.4)	(8.9)
Golf Courses	2,894.4	2,904.1	**2,962.5**	68.1	2.4
Cemeteries	1,033.6	1,033.6	**1,084.8**	51.2	5.0
Parking Fees	3,030.0	2,762.8	**2,865.7**	(164.3)	(5.4)
Registered Program & Recreation Fees	3,354.6	3,267.2	**3,532.4**	177.8	5.3
Facility Rentals & Operating Agreements	4,365.5	4,660.6	**4,575.2**	209.7	4.8
Fire Suppresion Fees	280.2	440.2	**425.4**	145.2	51.8
Street & Block Permits & Fees	130.0	132.0	**130.0**	-	-
Taxation Admin & Appeal Fees	229.0	231.0	**271.0**	42.0	18.3
Towing, Auction & Salvage & Inspection Fees	499.0	696.5	**599.0**	100.0	20.0
False Alarm Fees	50.3	50.0	**50.3**	-	-
Saskatchewan Lotteries Grant	305.7	305.7	**305.1**	(0.6)	(0.2)
Miscellaneous Revenue	1,898.6	1,424.8	**792.9**	(1,105.7)	(58.2)
Total	55,380.0	56,335.9	**57,497.0**	2,117.0	3.8

Landfill Fees

The 2015 budget for landfill fees is $12.4 million, an increase of $120,000 from a year ago. The landfill tipping fees are $75/tonne and the private vehicle rate is $15/vehicle.

The following table details landfill revenue collected from external parties (budget to actual/forecast) since 2010.

Landfill Revenue ($000s)	2010	2011	2012	2013	2014
Budget	5,368.0	6,478.0	8,635.0	11,490.0	12,300.0
Actual/2014 August Forecast	6,037.5	7,806.1	9,576.8	11,711.8	12,300.0
Variance	669.5	1,328.1	941.8	221.8	-

In addition, to the fees collected from private haulers, City departments, such as solid waste collection, pay landfill tipping fees through an internal allocation. This is done at the same tipping fee unit price as for all other users to ensure that landfill revenues reflect the full cost of providing the landfill service.

Recycling Fees

The 2015 budget for recycling revenue is $5.91 million, a decrease of $86,000 from a year ago.

City Council set recycling fees for a three-year period starting July 1, 2013 through report CR12-133. The approved daily fee of $0.25 per household is charged to residents through their utility bill. Recycling services are provided through a third party. A portion of the revenue in the table below comes from a 25% share from the sale of the recyclable materials.

The following table details recycling revenue (budget to actual/forecast) since 2013.

Recycling Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	-	-	-	3,366.2	5,992.5	5,906.5
Actual/2014 August Forecast	-	-	-	2,899.1	5,992.5	-
Variance	-	-	-	(467.1)	-	-

Transit Fees and Charges

The 2015 budget for Transit revenues is $9.4 million, an increase of $1.5 million compared to a year ago. Transit revenues include cash fares, ticket and pass sales for both transit and paratransit services. The budgeted amounts reflect Council-approved fare increases, which come into effect January 1, 2015.

The following table details transit revenues and fare prices (budget to actual/forecast) since 2010.

Transit & Paratransit Fees ($000s)	2010	2011	2012	2013	2014	2015
Transit Operations Revenue:						
Budget	6,476.4	6,798.3	6,920.3	7,213.5	7,263.5	8,783.5
Actual/2014 August Forecast	6,827.6	7,419.5	7,657.9	7,996.1	7,669.5	-
Variance	351.2	621.2	737.6	782.6	406.0	-
Paratransit Services Revenue:						
Budget	406.6	406.6	406.6	631.6	631.6	644.6
Actual/2014 August Forecast	412.8	441.2	714.8	781.3	759.6	-
Variance	6.2	34.6	308.2	149.7	128.0	-
Transit Operations Rates($):						
Cash Fares:						
Adult	2.50	2.50	2.50	2.50	2.50	2.75
Youth	2.00	2.00	2.00	2.00	2.00	2.25
Tickets (10 tickets):						
Adult	20.00	20.00	20.00	20.00	20.00	24.50
Youth	15.00	15.00	15.00	15.00	15.00	20.00
Bus Pass:						
Adult (monthly)	62.00	62.00	62.00	62.00	62.00	75.00
Post Secondary (monthly)	53.00	53.00	53.00	53.00	53.00	65.00
Youth (monthly)	47.00	47.00	47.00	47.00	47.00	55.00
Senior (semi-annual)	101.00	101.00	101.00	101.00	101.00	120.00
Senior (annual)	202.00	202.00	202.00	202.00	202.00	240.00
Discounted Pass (monthly)	20.00	20.00	20.00	20.00	20.00	25.00
Paratransit Services Rates:						
Cash Fares	2.50	2.50	2.50	2.50	2.50	2.75
Tickets (10 Tickets)	20.00	20.00	20.00	20.00	20.00	24.50
Punch Pass (40 uses)	100.00	100.00	100.00	100.00	N/A	N/A

Building Permit and Development Application Fees

The 2015 budget for building permit fees is $5.2 million, an increase of $1.2 million from a year ago. Building permit and development application fees are 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost recovery and will reduce the amount of taxpayer dollars required to fund the building permit and development planning services provided by the City.

The following table details building permit fees (budget to actual/forecast) since 2010.

Building Permit Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	1,406.1	2,919.2	3,313.1	3,313.1	4,000.0	5,241.0
Actual/2014 August Forecast	2,301.4	3,732.7	6,092.1	5,896.6	5,000.0	-
Variance	895.3	813.5	2,779.0	2,583.5	1,000.0	-

Other development fees paid are servicing agreement administrative fees. These are paid to the City by land developers to cover the costs of reviewing and inspecting new infrastructure arising from new developments within the city limits.

Golf Course Revenue

The 2015 budget for golf course revenue is $2.9 million, an increase of $68,100 from a year ago. A three-year fee schedule for 2013-2015 was approved by City Council in December 2012. Western Golf Management (WGM) is under contract with the City to operate the Joanne Goulet, Lakeview, Murray and Tor Hill golf courses. As per the management contact, the City receives an annual base fee from WGM along with a percentage of green fees collected. The percentage of green fees varies by course.

The following table details golf course revenue (budget to actual/forecast) since 2010.

Golf Course Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	2,664.7	2,709.3	3,490.1	2,878.3	2,894.4	2,962.5
Actual/2014 August Forecast	2,819.8	2,763.6	3,073.2	2,723.0	2,904.1	-
Variance	155.1	54.3	(416.9)	(155.3)	9.7	-

Cemetery Revenue

The 2015 budget for Cemetery revenue is $1.1 million, an increase of $51,200 from a year ago.

A proposed two-year fee schedule, effective January 1, 2014, and January 1, 2015, will feature fee increases of 5% each year. Fee increases are necessary to compensate for rising operating expenses, continue the restoration of existing infrastructure and provide capital funding to develop new internment options. The proposed fees will be in line with those charged by other municipally-operated cemeteries in Saskatchewan and other Western provinces. Cemeteries are operated on a cost-recovery basis.

The following table details cemetery revenue (budget to actual/forecast) since 2010.

Cemetery Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	829.4	880.6	933.2	994.1	1,033.6	1,084.8
Actual/2014 August Forecast	1,007.1	911.4	1,088.4	1,058.9	1,033.6	-
Variance	177.7	30.8	155.2	64.8	-	-

Parking Fees

The budget for parking fees for 2015 is $2.9 million and includes parking meter revenues as well as fees paid by City employees for parking spots, residential parking permits and taxi stand permits. The majority of the projected revenue ($2.2 million) is related to public parking meter revenues. The parking meter rate is $2 per hour which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

The following table details public parking meter revenue (budget to actual/forecast) since 2010.

Public Parking Meter Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	1,400.0	1,400.0	1,400.0	1,400.0	2,383.3	2,199.6
Actual/2014 August Forecast	1,388.4	1,353.8	1,433.4	1,426.5	2,076.8	-
Variance	(11.6)	(46.2)	33.4	26.5	(306.5)	-

Registered Program and Recreation Fees

Fees and charges are at cost-recovery levels that establish an acceptable balance between user fees and taxpayer subsidy. A higher level of tax subsidy is deemed to be appropriate where the community at large benefits from an individual's use of a program or service, such as recreation activities for children and youth that focus on water safety, than when the primary beneficiary is an individual, such as activities where adults develop specialized skills. This is a benefits-based approach to establishing cost recovery levels.

To reflect this, cost recovery levels for City services that are less specialized and targeted mostly at children and youth, such as outdoor pools, athletic fields and neighbourhood centres, have been set between 15% to 25%, with the community sharing between 75% to 85% of the cost through tax subsidies. Cost recovery levels for services that are more specialized, such as fitness and aquatic facilities, arenas, and the Neil Balkwill Civic Arts Centre, have been set between 40% and 50%, with the community subsidizing between 50% to 60% of the cost through tax subsidies. Where other service providers exist in Regina, such as for fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other entrepreneurs from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for citizens who have financial barriers to participation. Through it, individuals who meet established criteria are able to purchase leisure passes and register in programs at a subsidized rate.

The strategy for fees and charges for sport, culture and recreation facilities is currently being reviewed. Recommendations will be presented to committee and Council in the coming months. The budget proposal does not reflect any assumed fee changes.

Fire Suppression Service Fees

The 2015 budget for Fire Suppression Service revenue is $425,400, an increase of $145,200 from last year.

The majority of this comes from fees from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden and other entities such as the Sakimay and Global Transportation Hub. The fees have two components – retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality. Other fire suppression service fees are received from Saskatchewan Government Insurance for motor vehicle accidents and fires.

Other Revenue Detail ($000s)

				Budget Change	
Revenue Source	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Electrical Distribution	30,836.3	32,770.0	**33,650.0**	2,813.7	9.1
Gas Distribution	5,800.0	7,000.0	**7,000.0**	1,200.0	20.7
Interest	12,307.9	12,904.0	**12,944.0**	636.1	5.2
Tax Penalties	1,050.0	1,250.0	**1,050.0**	-	-
Local Improvement Interest	75.0	87.7	**75.0**	-	-
Admin Fee - GTHA	-	38.0	**30.0**	30.0	-
Interfund Transfers					
Utility Access Fee	8,002.9	8,002.9	**8,494.5**	491.6	6.1
Utility Administration	5,501.0	5,501.0	**5,386.6**	(114.4)	(2.1)
Buffalo Pound Water Admin. Board	32.6	32.6	**32.6**	-	-
Transfers from Reserves					
General Fund Reserve	1,680.5	1,680.5	**440.0**	(1,240.5)	(73.8)
RRI - Stadium Reserve	806.9	2,149.1	**7,667.2**	6,860.3	850.2
Social Development Reserve	-	1,079.2	**1,345.0**	1,345.0	-
Employee Provided Parking Reserve	44.0	44.0	**44.0**	-	-
Benefit Reserve	-		**33.0**	33.0	-
SAF	-	83.3	-	-	-
Transfer between reserves	-	3,300.0	-	-	-
Total	66,137.1	75,922.3	**78,191.9**	12,054.8	18.2

Electrical Distribution Revenue

The projected revenue for 2015 is $33.6 million, an increase of $2.8 million from a year ago, and is based on a five-year average of revenue received from SaskPower.

The City receives a 10% municipal surcharge, which is added to a customer's bill, and 5% of the SaskPower revenues within the city limits, which is called a "payment in lieu of taxes."

The following table details the electrical revenue (budget to actual/forecast) since 2010.

Electrical Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	28,261.5	29,556.6	28,500.0	29,636.3	30,836.3	33,650.0
Actual/2014 August Forecast	28,632.9	30,060.8	30,074.5	32,842.5	32,770.0	-
Variance	371.4	504.2	1,574.5	3,206.2	1,933.7	-

Natural Gas Distribution Revenue

The projected revenue for 2015 is $7.0 million, an increase of $1.2 million from a year ago.

The City receives revenues from SaskEnergy and its TransGas subsidiary from the consumption of natural gas. For SaskEnergy, there is a 5% surcharge (payment in lieu of taxes) which is added to a customer's bill. For customers who purchase natural gas from another supplier, TransGas delivers the natural gas and then bills for the transportation costs. TransGas also collects a 5% payment in lieu of tax paid to the City, which is calculated on the costs of transportation, plus a deemed cost of gas calculated in accordance with regulations. The deemed cost of gas is calculated using the average cost of gas determined by Saskatchewan Industry and Resources.

The following table details the gas revenue (budget to actual/forecast) since 2010.

Gas Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	8,655.0	5,398.5	6,800.0	6,700.0	5,800.0	7,000.0
Actual/2014 August Forecast	6,875.1	6,644.6	5,620.3	6,739.5	7,000.0	-
Variance	(1,779.9)	1,246.1	(1,179.7)	39.5	1,200.0	-

Investment Income (Interest)

The 2015 budget for interest earnings is $12.9 million, an increase of $636,100 from a year ago. They are a combination of earnings on daily bank balances, short-term investments in money market funds, and revenue from funds held in a long-term bond fund. Investments are made in accordance with the City's investment policy and are executed by Northern Trust.

The following table details the interest revenue (budget to actual/forecast) since 2010.

Interest Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	5,066.1	5,066.1	8,319.0	7,713.0	12,307.9	12,944.0
Actual/2014 August Forecast	10,948.2	6,907.2	9,470.8	7,315.2	12,904.0	-
Variance	5,882.1	1,841.1	1,151.8	(397.8)	596.1	-

Tax Penalties

The 2015 budget for tax penalties is $1.05 million, unchanged from a year ago. Tax penalties are applicable to current taxes not paid by June 30 each year as well as tax arrears. The exception for current taxes is where property owners pay through Tax Installment Payment Plan Service (TIPPS) program. The penalty rate for current taxes is 1.25% per month and 1.5% per month for tax arrears.

The following table details the tax penalty revenue (budget to actual/forecast) since 2010.

Tax Penalty Revenue ($000s)	2010	2011	2012	2013	2014	2015
Budget	975.0	975.0	975.0	1,050.0	1,050.0	1,050.0
Actual/2014 August Forecast	991.9	1,010.8	1,014.1	1,137.2	1,250.0	-
Variance	16.9	35.8	39.1	87.2	200.0	-

Water and Sewer Utility Transfers

For 2015, the utility transfers are $13.9 million, an increase of $377,200 from a year ago.

Transfers from the Water and Sewer Utility include an access fee paid to the general operating fund and a utility administration charge.

The access fee is calculated based on 7.5% of the previous year's budgeted revenues from billed water consumption, wastewater charges and a drainage infrastructure levy and $675,000, which is estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate which has been provided by the federal government since 2004.

The utility administration charge is calculated as 5% of the budgeted utility revenues for the prior year. Most corporate functions, including City Council, committees, the city manager, human resources, the City solicitor's office, the City clerk's office, as well as accounting, budgeting, and purchasing, are involved in activity related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost-allocation process, which would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy.

The following table provides the actual/budgeted utility transfers since 2010.

Water & Sewer Utility Transfers ($000s)	2010	2011	2012	2013	2014	2015
Access Fee paid to the General Operating Fund						
Base Access Fee	5,198.9	5,701.9	6,206.2	6,705.9	7,327.9	7,819.5
GST Rebate Transfer	675.0	675.0	675.0	675.0	675.0	675.0
Total Access Fee paid to the General Operating Fund	5,873.9	6,376.9	6,881.2	7,380.9	8,002.9	8,494.5
Utility Administration Charge Transfer	3,519.5	3,853.4	4,350.3	4,708.3	5,501.0	5,386.6
Total Transfers	9,393.4	10,230.3	11,231.5	12,089.2	13,503.9	13,881.1

Transfers from Reserves

The operating budget includes transfers of $9.1 million from reserves to cover operating costs. The majority of the transfers ($7.7 million) are associated with the Regina Revitalization Initiative to cover the borrowing costs for this project.

Details of all the reserve activity and projected 2015 year-end balances can be found in the 2014-2019 Reserve Continuity Schedule (Table 1).

2015 – 2019 Capital Plan

The 2015 Capital Plan addresses the City's most critical capital needs to support the strategic plans and aging infrastructure. The focus of the capital plan is two-fold:

1) Capital Programs: These are ongoing investments for renewal and rehabilitation work for the City's major infrastructure assets to keep them in good working condition and prevent further deterioration. These investments; however, do not reflect the full cost required to maintain the entire infrastructure at an optimal and sustainable condition. Each program is designed to maintain a specific infrastructure asset. Investment decisions are based on maintaining a certain condition level determined by the asset's age or condition index such as fair, good or excellent.

2) Capital Projects: These are investments in new assets required due to the City's growth. They include the expansion of existing assets, such as roads, or the acquisition or construction of new assets, such as recreation facilities. Projects have a defined start date and end date and can take several years to complete.

The majority of Regina's capital needs continue to be related to infrastructure such as roads, bridges, fleet and facilities. This is reflected in the 2015 recommended investment plan, excluding the Regina Revitalization stadium project.

2015-2019 Capital Investment Plan – Programs
($000s)

Asset Class	2015 Carry-forward	2015	2016	2017	2018	2019
Asphalt Plant Renewal	389.9	-	-	150.0	150.0	150.0
Bridge Infrastructure Renewal	9,046.7	3,500.0	8,830.0	6,900.0	6,580.0	6,900.0
Cemeteries	30.0	165.0	115.0	100.0	100.0	100.0
City Centre Development	-	30.0	30.0	30.0	30.0	30.0
Facilities	4,203.6	5,300.0	4,985.0	5,185.0	5,160.0	5,075.0
Fire & Protective Services	-	70.0	40.0	40.0	40.0	540.0
Fleet	3,474.7	10,978.5	10,790.4	8,350.2	12,091.0	12,208.0
Golf Courses	60.0	350.0	225.0	375.0	375.0	375.0
Information Technology	395.0	450.0	700.0	1,200.0	1,200.0	1,200.0
Landfill	673.3	-	5,000.0	3,000.0	-	-
Open Space Restoration	-	25.0	50.0	50.0	50.0	25.0
Other Capital Initiatives	-	15.0	15.0	15.0	15.0	-
Other Transportation Projects	-	-	50.0	-	50.0	50.0
Outdoor Play Amenities	40.1	300.0	225.0	225.0	225.0	230.0
Recreation Facilities	202.3	1,162.7	1,045.0	1,045.0	895.0	1,040.0
Roadway Network Improvements	9.5	25.0	25.0	25.0	25.0	25.0
Street Infrastructure Renewal	4,338.4	21,672.3	21,745.7	21,820.6	21,897.0	21,975.0
Streetscape	123.0	84.0	124.0	209.0	167.0	228.2
Traffic Control & Safety	200.0	2,700.0	2,280.0	2,140.6	2,371.8	2,280.0
Transit	250.2	-	-	-	-	-
Waste Collection	-	480.0	480.0	480.0	480.0	480.0
Police	-	2,763.7	2,878.0	2,712.0	1,502.9	2,692.3
Grand Total	**23,436.6**	**50,071.2**	**59,633.1**	**54,052.4**	**53,404.7**	**55,603.5**

Funding Source		2015	2016	2017	2018	2019
Reserves		15,383.5	21,810.4	16,975.2	13,831.0	13,948.0
Current Contributions		21,481.0	22,822.2	22,157.7	25,284.0	27,158.2
Current Contributions (Police)		2,763.7	2,878.0	2,712.0	1,502.9	2,692.3
Gas Tax (GT)		9,218.0	11,508.8	11,508.8	12,088.1	11,088.1
Development Fees		1,225.0	613.8	698.8	698.8	717.0
Grand Total		**50,071.2**	**59,633.1**	**54,052.4**	**53,404.7**	**55,603.5**

* The 2015 carry-forward numbers represent previous year's funding approved for the program that is anticipated to be carried over to 2015. The reasons for the carry-forward can be two-year contracts with the vendor to complete the work or in the case of the Fleet Replacement, the vehicles have been ordered but they will not be delivered until 2015.

** The Street Infrastructure Renewal program includes the dedicated funding for the Local Roadway Improvement program targeted to residential roads. This is equivalent to a 2% mill rate increase (1% was approved in 2014 with an additional 1% in 2015).

2015-2019 Capital Investment Plan – Projects

($000s)

2014 to 2019 Capital Spending Plan - Projects - as per August 2014 Variance

Type	Asset Class	2015 Carry-forward	2015	2016	2017	2018	2019
Project	Cemeteries	-	20.0	-	-	-	-
	City Centre Development	155.6	-	-	-	-	-
	Facilities	7,525.6	2,035.0	17,530.0	24,090.0	10,290.0	7,560.0
	Fire & Protective Services	50.7	571.5	802.6	488.4	495.1	-
	Information Technology	55.0	679.0	550.0	400.0	-	-
	Land Development	16,190.3	11,565.0	10,800.0	17,970.0	5,100.0	-
	Landfill	8,532.3	6,650.0	3,600.0	3,600.0	3,600.0	3,600.0
	Landscape Design	-	-	-	-	-	-
	Official Community Plan	270.0	-	-	-	-	-
	Open Space Upgrades & New Development	5,675.0	835.0	400.0	270.0	-	-
	Other Capital Projects - Community Services	-	-	-	-	-	-
	Other Transportation Initiatives	4,172.5	795.0	425.0	625.0	-	-
	Outdoor Play Amenities	-	-	-	-	-	-
	Parking Enforcement	-	-	-	-	-	-
	Recreation Facilities	503.5	757.0	110.0	110.0	110.0	-
	Regional Planning	150.0	-	-	-	-	-
	Roadway Network Improvements	1,614.3	15,810.0	24,750.0	35,575.0	11,575.0	18,975.0
	Street Infrastructure Renewal	5,500.0	-	-	-	-	-
	Streetscape	-	375.0	-	-	-	-
	Traffic Control & Safety	850.0	1,515.0	-	-	-	725.0
	Transit	136.1	256.0	86.0	-	-	-
	Unused Funding Returned	972.6	-	-	-	-	-
	Waste Collection	2,235.0	-	-	-	-	-
Project Total		**54,588.5**	**41,863.5**	**59,053.6**	**83,128.4**	**31,170.1**	**30,860.0**
Special Project	Regina Revitalization Initiative	52,543.2	164,465.0	25,359.0	12,500.0	-	-
Special Project Total		**52,543.2**	**164,465.0**	**25,359.0**	**12,500.0**	**-**	**-**
Committed Project	Info Tech Business Transformation	505.1	3,850.0	1,000.0	-	-	-
	North Central Shared Facility	-	3,000.0	3,000.0	860.0	-	-
Committed Project Total		**505.1**	**6,850.0**	**4,000.0**	**860.0**	**-**	**-**
Grand Total		**107,636.8**	**213,178.5**	**88,412.6**	**96,488.4**	**31,170.1**	**30,860.0**

Type	Funding Source		2015	2016	2017	2018	2019
Projects	Current Contributions		3,335.8	7,396.1	12,310.9	10,827.6	9,476.9
	Reserves		18,494.2	24,610.0	30,910.0	3,800.0	3,600.0
	Developer Contributions		5,601.0	4,020.0	1,350.0	-	-
	Gas Tax (GT)		1,750.1	-	-	-	-
	Other External		229.0	-	-	-	-
	Provincial Grant		105.0	-	-	-	-
	Development Fees		12,348.4	21,257.5	35,407.5	14,052.5	17,033.1
	New Building Canada Fund (NBCF)		-	1,770.0	3,150.0	2,490.0	750.0
Projects Total			**41,863.5**	**59,053.6**	**83,128.4**	**31,170.1**	**30,860.0**
Committed Projects	Current Contributions		6,850.0	4,000.0	860.0	-	-
Committed Projects Total			**6,850.0**	**4,000.0**	**860.0**	**-**	**-**
Special Projects	Debentures		139,465.0	12,859.0	-	-	-
	Private Sports Groups		-	12,500.0	12,500.0	-	-
	Provincial Grant		25,000.0	-	-	-	-
Special Projects Total			**164,465.0**	**25,359.0**	**12,500.0**	**-**	**-**
Grand Total			**213,178.5**	**88,412.6**	**96,488.4**	**31,170.1**	**30,860.0**

* The 2015 carry-forward numbers represent previous year's funding approved for the program that is anticipated to be carried over to 2015. The reasons for the carry-forward can be two-year contracts with the vendor to complete the work or delivery of the asset will not take place until 2015.

Committed Projects

The 2014 capital spending plan includes committed projects, which are multi-year projects commencing in 2015. They require additional funding in future years that was not requested as part of the 2015 funding plan. As such, the Administration is recommending that Council approve the total project costs for these committed projects as follows:

- Business Transformation Program - $4,850,000 (2015 and 2016 amounts)
- North Central Shared Facility - $6,860,000 (2015 – 2017 amounts)

This allows the City to commit the total cost of the project from tendering through to the completion of the work while allowing flexibility in the cash management.

Note: The full detail of the five-year capital plan, including a list of all planned projects, is available at Regina.ca.

City Capital Funding

The City is using more of its own sources of financing to cover infrastructure costs. A significant portion of the capital funding comes from current operating contributions appropriated from the operating budget.

The operating budget also covers the repayment of debt issued to fund capital projects. In accordance with Section 129(1) of *The Cities Act*, the budget is to include **"the amount to be transferred to the capital budget"** and in accordance with Section 129(1)(b), it is also to include **"the amount needed to pay all debt obligations with respect to borrowings of the City."**

The contributions to capital include two components – funding the capital budget as submitted by the Board of Police Commissioners and funding the civic portion of the General Capital Budget (excluding the capital budget for the Regina Police Service).

Operating Costs for Capital Investments ($000s)

				Budget Change	
Expenditures	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Contributions to Capital - Civic	29,432.4	29,432.9	**31,667.0**	2,234.6	7.6
Contributions to Capital - Police	2,000.5	2,000.5	**2,764.0**	763.5	38.2
Debt Charges[1]	12,352.7	12,310.8	**13,746.2**	1,393.5	11.3
Total	43,785.6	43,744.2	**48,177.2**	4,391.6	10.0

Note: Debt charges includes debt payments related to financing for the General Capital Program $2.293 million as well as the Stadium Project $11.453 million. Debt payments for the Stadium Project are funded by dedicated revenues sources, including 0.45% mill rate increase, any interest revenue earned by the project and by a withdrawal from the Stadium Project Reserve, if required. The funding and financing model for the Stadium Project was approved by City Council January 28, 2013.

Debt

The five-year capital plan will require the City to take on some additional debt. The chart below identifies the debt plan over the five years.

	2015					
					Servicing Cost	
($000s)	Opening Balance	New Issue	Closing Balance	Principal	Interest	Total Payments
General Capital	18,280.1	-	16,836.1	1,444.0	849.4	2,293.4
RRI	197,904.4	-	194,431.3	3,479.8	7,973.0	11,452.8
Utility Capital	59,009.1	79,232.0	137,335.1	906.0	532.9	1,438.9
Other Debt - Evraz Municipal Corp	1,700.0	-	1,500.0	200.0	99.0	299.0
2015 CityTotal	**276,893.6**	**79,232.0**	**350,102.5**	**6,029.8**	**9,454.3**	**15,484.1**

	2016-2019					
					Servicing Cost	
($000s)	Opening Balance	New Issue	Closing Balance	Principal	Interest	Total Payments
General Capital	16,836.1	15,000.0	9,750.0	22,086.1	4,722.0	26,808.1
RRI	194,424.6	-	179,023.3	15,401.3	30,410.0	45,811.2
Utility Capital	137,335.1	96,692.8	138,951.3	95,076.6	16,945.8	112,022.4
Other Debt - Evraz Municipal Corp	1,500.0	-	700.0	800.0	276.0	1,076.0
2016-2019 CityTotal	**350,095.8**	**111,692.8**	**328,424.6**	**133,364.0**	**52,353.8**	**185,717.8**

Note 1 - Balloon payment of 12,816,822 scheduled in 2019 to pay off 25.5M General Debt

Note 2 - Balloon payment of 8,041,928 scheduled in 2019 to pay off 16M Utility Debt

Utlity debt issue includes P3 WWTP amount of $78,725,000

Impact of Capital Investment on Operations

The investment in new or additional capital assets adds infrastructure that requires ongoing funding in operations and maintenance. When making capital investment decisions, the ongoing operating impacts need to be considered.

The 2015 capital plan results in an increased operating budget of $412,600. The additional costs were required to provide resources to support the North Central Shared Facility and the operating costs for the new Douglas Park Support Facility.

Reserve Impacts

In addition to the current operating contributions, the use of reserves to fund capital investments is also increasing. The impact of the use of those funds on the projected 2015 year-end balances for the reserves managed by the City are as follows:

2014-2019 Reserve Continuity Schedule
($000s)

Operating Reserves			2014	2015	2015	2015	2016	2017	2018	2019
Minimum Allowable	Maximum Allowable		Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
** 19,423.5	38,847.1	General Fund Reserve	20,627.7	-	- 440.0	20,187.7	20,187.7	20,187.7	20,187.7	20,187.7
300.0	1,500.0	Asphalt Reserve	850.1	200.0	- 100.0	955.1	1,155.1	1,205.1	1,255.1	1,305.1
-	10,000.0	Asset Revitalization Reserve	6,528.7	2,500.0	- 2,500.0	6,528.7	6,528.7	9,728.7	9,728.7	9,728.7
-	625.0	Cemetary Reserve	417.0	12.6	- 185.0	244.6	132.4	35.5	- 81.1	- 157.5
400.0	8,000.0	Employer-Provided Parking Reserve	659.8	489.8	- 321.0	828.6	997.4	1,116.2	1,285.0	1,453.8
4,750.0	10,000.0	Fleet Replacement Reserve	7,438.1	13,970.7	- 11,264.5	10,144.3	13,274.6	15,695.1	14,374.9	12,937.6
100.0	750.0	Facilities Reserve	800.0	200.0	–	1,000.0	1,200.0	1,400.0	1,600.0	1,800.0
500.0	2,000.0	Golf Course Reserve	282.5	220.7	- 500.0	3.2	- 216.2	- 725.2	- 1,223.3	- 1,710.1
-	350.0	Community Investments Grants Reserve	512.5	-	-	512.5	512.5	-	-	-
2,000.0	12,000.0	Land Development Reserve	1,832.8	4,500.0	- 10,900.0	- 4,567.2	- 10,567.2	- 22,067.2	- 17,567.2	- 13,067.2
300.0	13,000.0	Solid Waste Reserve	14,662.9	12,437.9	- 9,961.9	17,139.0	5,551.6	- 3,521.2	5,455.3	14,956.1
-	800.0	Operational Commitments Reserve	160.6	-	- 160.6	-	-	-	-	-
500.0	7,000.0	Planning & Sustainability Reserve	6,726.1	-	- 900.0	5,826.1	5,226.1	4,626.1	4,426.1	4,426.1
-	700.0	Pest Management Reserve	340.9	-	-	340.9	340.9	340.9	340.9	340.9
400.0	2,000.0	Regina Police Service Radio Equip Reserve	110.8	-	-	110.8	110.8	110.8	110.8	110.8
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	709.8	8,172.0	-	8,881.8	8,881.8	8,881.8	8,881.8	8,881.8
N/A	N/A	Social Development Reserve	3,364.4	-	-	3,364.4	3,364.4	3,364.4	3,364.4	3,364.4
400.0	3,000.0	Technology Reserve	567.2	-	- 90.0	477.2	477.2	477.2	477.2	477.2
42.0	84.0	Small Tools	103.8	84.0	- 84.0	103.8	103.8	103.8	103.8	103.8
3,523.0	3,923.0	Winter Road Maintenance Reserve	2,612.0	-	-	2,612.0	2,612.0	2,612.0	2,612.0	-
Total Operating Reserves			**69,312.8**	**42,787.7**	**(37,407.0)**	**74,693.5**	**59,873.7**	**43,571.9**	**55,352.0**	**65,139.2**

** These Minimum and Maximum values are based on 2015 Operating Revenues

Table 1: Reserve Continuity Schedule

Note: This table does not include the benefits reserve or any reserve that does not have a balance.

Description of Internal Reserves

All reserves of the City of Regina are established by Council through bylaw. They are subject to established financial policies regarding their use and their financial minimums and maximums.

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City to cover unforeseen or emergency circumstances or to take advantage of opportunities. Its major sources of funding are any operating surplus and unexpended capital funds originally sourced from the reserve. A suggested minimum balance for the fund is $19.4 million to $38.8 million, which represents five to ten per cent of budgeted revenues.

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through a $5 per tonne charge on the asphalt produced in the plant, which is split between funding capital requirements and maintenance.

Asset Revitalization Reserve

The Asset Revitalization Reserve funds the City's strategic capital priorities to manage its growth and revitalization. The major source of funding is interest revenue earned over the budgeted earnings in the annual operating budget.

Cemetery Reserve

The Cemetery Reserve is funded through a transfer of surpluses from cemetery operations while any operating deficits are withdrawn from the reserve to fund the shortfall. The Cemetery Reserve is used to fund capital expenditures for the cemeteries.

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities, which include the parkade at City Hall and parking lots at other civic facilities.

Fleet Replacement Reserve

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit and fire fleets, including support vehicles. It is not, however; used to purchase new equipment that expands the fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the equivalent of the depreciation charged on the existing fleet of vehicles and equipment.

Facilities Reserve

The Facilities Reserve is used to fund capital upgrades for Mosaic Stadium. The funding comes from rent collected from the Saskatchewan Roughriders.

Golf Course Reserve

The Golf Course Reserve is used to fund capital expenditures for the City's golf courses and is funded through a transfer from the General Operating Budget. Operating surpluses and an allowance for administrative costs are transferred to the Golf Course Reserve. Conversely, any operating deficits are withdrawn from the reserve to fund the shortfall.

Community Investments Grants Reserve

The Community Investments Grants Reserve is funded from unused, but approved, community investment funding. Reserve funding is used to pay for Council-approved community investments.

Land Development Reserve

The Land Development Reserve is funded through a transfer of surpluses from real estate operations. Conversely, any operating deficits are withdrawn from the reserve to cover the shortfall. The funding is used for land development projects within the City.

Solid Waste Reserve

The Solid Waste Reserve is funded through a transfer of surpluses from Landfill and Waste Diversion operations. Conversely, any operating deficits are withdrawn from the reserve to fund the shortfall. This reserve is used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion branches.

Operational Commitments Reserve

The Operational Commitments Reserve is funded through annual operating budgets to smooth the financial impact for items that only happen once every three or four years, such as municipal elections and property assessment revaluations.

Planning and Sustainability Reserve

This reserve is used to fund planning and sustainability capital projects. Its funding comes from the year's net operating revenue and expenditures from the Planning and Sustainability Department fee-for-service development activities. Conversely, any operating deficits are withdrawn from the reserve to fund the shortfall.

Pest Management Reserve

The Pest Management Reserve manages the difference from the budget and actual expenditures associated with the pest control program. Over expenditures are funded from the reserve and under expenditures are transferred to the reserve.

Regina Police Service Radio Equipment Reserve

This reserve funds capital or operating expenditures for communications investments. It is funded by the Regina Police Service's radio shop, which provides maintenance for the trunked radio system used by both the police and the City.

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund stadium capital projects or a loss in stadium operations. It is funded by the net revenue and net capital funding from stadium operating projects plus interest revenue.

Social Development Reserve

The Social Development Reserve is funded with transfers from the Council-approved general operating budget and revenues from the Land Development Agreement with Saskatchewan Housing Corporation. The money is used for capital projects that advance affordable housing and social development initiatives in Regina.

Technology Reserve

The Technology Reserve is funded from the net revenue from print services. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print services operations, and, if required, offset a shortfall in the operation of the services.

Small Tools Reserve

This reserve is used to fund the replacement of the existing small tools inventory, not for the purchase of new tools. The amount transferred to the reserve each year represents the depreciation on the tools.

Winter Road Maintenance

The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over expenditures are funded from the reserve and under expenditures are transferred to the reserve. The program includes a range of services such as snow clearing, ice shaving, road salting and sanding and the operation of the City's snow storage site.

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund one-time operating expenditures included in the budget and transfers to fund capital projects requested by the Board of Police Commissioners and approved by Council. This reserve is funded with the net revenue from the Regina Police Service's annual operating budget and unexpended capital funds from projects that are either completed or not proceeding.

Operating Budget

City Council and Committees

Overview

City Council is responsible for the governance of the City of Regina, subject to Provincial legislation. Councillors are elected every four years in a municipal election, the last one having taken place on October 24, 2012. The Mayor is elected at large. The City of Regina uses a ward system for electing Councillors, with the city divided into ten wards and one Councillor elected in each one. City Council establishes policies and budgets for the programs and services delivered by the City of Regina. City Council and Committees includes the budgets for:

- Mayor's Office
- City Council, including Councillors' remuneration, the Councillors' travel and communication allowance, support services and other costs related to City Council
- Committees established by City Council
- Memberships in various organizations, including the Saskatchewan Urban Municipalities Association and the Federation of Canadian Municipalities

Operating Expenditure Summary ($000s)

				Budget Change	
Expenditures	2014 Budget	Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Office of the Mayor	675.2	675.2	**574.6**	(100.6)	(14.9)
City Council	638.6	640.0	**627.5**	(11.1)	(1.7)
Corporate Memberships	130.0	130.0	**130.0**	-	-
Other Committees	111.2	115.7	**91.5**	(19.7)	(17.7)
Quasi-Judicial Committees	52.2	94.2	**52.2**	-	-
Total Operating Expenditures	1,607.2	1,655.1	**1,475.8**	(131.4)	(8.2)
Transfers to a Reserve	36.3		**36.3**	-	-
Total Expenditures	1,643.5	1,655.1	**1,512.1**	(131.4)	(8.0)

Note:

1. City Council adopted *Bylaw 2001-108* that established a formula for the remuneration of the members of City Council. The Mayor's remuneration is 77.3% of a Provincial Cabinet Minister's salary for the prior year. The remuneration for a Councillor is one-third the remuneration of the Mayor.

2. The Transfer to the Reserve represents a transfer of one-quarter of the cost of the municipal election to the Operational Commitments Reserve.

Staff Complement

Full Time Equivalents	**2014**	**2015**
Permanent	16.0	15.0
Casual	-	
Total	16.0	15.0

Community Investments

Overview

Community investments are payments to individuals or organizations for a variety of purposes and are allocated through the following committees:

- The City Planning and Development Division, through delegated authority from the Community and Protective Services Committee, provides financial support to community associations and organizations that provide arts, cultural, recreation, and community services along with organizations that address social issues.
- The Finance and Administration Committee provides financial support for economic and promotional purposes.
- The Executive Committee provides financial support for special events and funding to the Regina Exhibition Association Limited, the Regina Regional Opportunities Commission (RROC) and the Wascana Centre Authority.

City Council determines the total allocation for the year and the allocation to each committee.

Operating Expenditure Summary ($000s)

				Budget Change	
Expenditures	2014 Budget	Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Community & Protective Services Committee	3,359.6	3,359.6	**3,359.6**	-	-
Finance and Administration Committee					
Henry Baker Scholarships	19.0	19.0	**19.0**	-	-
Other Economic & Promotional Initiatives[1]	265.0	265.0	**265.0**	-	-
	284.0	284.0	**284.0**	-	-
Executive Committee					
EVRAZ Place	400.0	400.0	**400.0**	-	-
North American Indigenous Games	250.0	250.0	-	(250.0)	(100.0)
Paragon Awards	5.0	5.0	**5.0**	-	100.0
City of Regina Writing Award	7.0	7.0	**7.0**	-	100.0
Mayor's Arts & Business Award	10.0	10.0	**10.0**	-	100.0
Saskatchewan Book Awards	3.0	3.0	**5.3**	2.3	100.0
Special Events	125.0	125.0	**122.7**	(2.3)	(1.8)
Corporate Sponsorship Program	50.0	50.0	**50.0**	-	-
Regina Regional Opportunities Commission	1,122.9	1,122.9	**1,719.5**	596.6	53.1
Wascana Centre Authority	2,577.9	2,577.9	**2,796.9**	219.0	8.5
Total Expenditures	4,550.8	4,550.8	**5,116.4**	565.6	12.4
Transfer to Reserve				-	-
Total	8,194.4	8,194.4	**8,760.0**	565.6	6.9

Note:

1. The 2015 Budget includes funding of $5,000 for SUMA and $5,000 for SARM.

Costing Funds

Across the City of Regina, various divisions and departments provide services to other divisions and departments that are charged out to their operating budgets. The stand-alone costs of providing these services are tracked through **Costing Funds**, the details of which are provided in the budget information for each service provider.

Corporate Administration

City Manager's Office

The City Manager's Office is Council's link to the City Administration. The Office manages key relationships both within the community and across the country. It provides executive direction, strategic guidance and governance support to the corporation and its officials. The Office also provides advice and support on matters of municipal governance, strategy and protocol and ensures the City operates according to its legislative requirements.

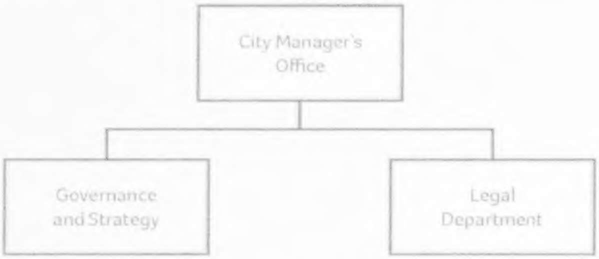


FIGURE 19: ORGANIZATIONAL STRUCTURE OF THE CITY MANAGER'S OFFICE

Overview

The City Manager is responsible for management of civic administration (excluding the Regina Police Service). Appointed by City Council, the City Manager's authority is established by the *City Manager's Bylaw 2003-70* and the *Regina Administration Bylaw 2003-69*. The legal department, the governance and strategy department and the Regina Revitalization Initiative Business Unit also fall under the City Manager's responsibilities.

Legal Department

- Provides legal services and protects the legal interests of the Corporation while advancing business and strategic objectives.
- Prosecutes all bylaw offences and administers the Regina Municipal Division of Provincial Court.
- Oversees risk management, insurance and claims services for the City of Regina, Regina Police Service, Buffalo Pound Water Treatment Plant and Evraz Place.

Governance and Strategy Department

- Provides legislative support to Council and the community through the provision of public notice, the execution of corporate documents, attending and recording the results of all Council meetings, maintaining all City bylaws and records related to the business of City Council and Committees.
- Provides legislative advice and support to the corporation concerning the public's right to access corporate information, the protection of individuals' privacy and the management and historical preservation of corporate records and information.
- Leads the development of strategic communications and marketing/branding programs and activities to inform the public about the City's programs and services and how to access them.
- Provides a central point of contact for ongoing relationships with stakeholders, including the provincial and federal governments, surrounding municipalities, other local governing bodies, aboriginal organizations, the Saskatchewan Urban Municipality Association, the Federation of Canadian Municipalities and "twinned" or partner municipalities.
- Coordinates and facilitates the development, deployment and performance reporting of corporate strategy; provides expertise in strategy, policy, critical thinking, and change management. as well as research and thought leadership.

2014 Accomplishments

- The finalizing of design and start of the construction of the new Mosaic Stadium, the first element of the Regina Revitalization Initiative (RRI), which also includes the redevelopment of the Taylor Field neighbourhood and the Canadian Pacific (CP) Container Yards on Dewdney Avenue.
- The finalizing of a multi-year public-private partnership agreement and the start of the construction of the new Wastewater Treatment Plant. The agreement came in under budget by more than $40 million.
- The finalizing and launch of a new four-year corporate strategic plan. Entitled, "Building the Foundation," it will guide the City of Regina from 2014 through to 2017.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

The City Manager's Office is focused on overseeing the City of Regina. This being the case, the strategic issues of the City as a whole are the concern of the City Manager's Office.

Of primary concern is the long-term sustainability of the services the City delivers to residents. This has a number of different aspects:

- Identifying ways to retain and improve Regina's quality of life in a financially, socially and environmentally sustainable way.
- Moving to whole-life costing of assets and the development and implementation of long-term asset management plans.
- Reviewing programs and services to ensure they are effective and meeting citizens' needs and delivered efficiently.
- Examining alternative revenue sources to reduce the burden on taxpayers.
- Improving the City's overall management and leadership to ensure that it's able to attract and retain the employees necessary to provide sustainable service delivery.
- Ensuring that employees have the right equipment and a productive work environment.
- Ensuring that citizens are able to understand the connection between the services and service levels that they receive and their cost (taxation and user fees).
- Ensuring that the City understands citizens' priorities so that we are focusing on their needs.

2015 Priorities

The key strategic issues of the City Manager's Office feed the broader strategic plan for the corporation. Each business area within the City will have some responsibility for addressing these broad issues. The City Manager's Office has taken on the following priorities for 2015:

Pension Plan

- The resolution of issues in the Civic Employees' Pension Plan to ensure fairness for employees and affordability for residents. The proposal that is currently before the pension regulator, if approved, will require an additional annual investment of $1.8 million by the City of Regina. This increased investment, coupled with a small change in retirement benefits, will pay off 70% of the pension deficit over an amortization period of 40 years. The other 30% of the deficit will be covered through employee contributions.

Strategic Planning and Governance

- Continued oversight of City governance, including ongoing monitoring and review of the corporate strategic plan. Through ongoing engagement with City Council, the public, and the City's operating divisions, the City Manager's Office is able to identify trends, issues, and opportunities at an early stage. That information provides input to the ongoing review and monitoring of the strategic plan so adjustments can be made throughout. This work is already provided for as part of the base operations of the City Manager's Office so there are no budgetary implications.

Program Review

- To improve the ongoing efficiency and effectiveness of City operations, the City Manager's Office will be instituting a program review function in 2015. Details regarding its structure and approach will come early in 2015 but it will be established using available resources.

Public Communications and Engagement

- The development of a corporate communications strategy to encourage public and stakeholder participation in the municipal process and enhance communications about City programs and services to the community. This strategy will assist the City in achieving its goals and objectives.

Office of the City Manager Budget Summary

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Office of the City Manager	2,090.6	2,089.1	**6,606.9**	4,516.3	216.0
Legal	3,290.9	3,539.5	**3,363.0**	72.1	2.2
Governance & Strategy	5,947.4	5,919.2	**6,096.9**	149.5	2.5
Total Operating Expenses	11,328.9	11,547.8	**16,066.8**	4,737.9	41.8
Transfers to a Reserve	104.8	104.8	**104.8**	-	-
Total Operating Expenditures	11,433.7	11,652.6	**16,171.6**	4,737.9	41.4

Note:
1. The Transfer to the Reserve represents a transfer of one quarter of the cost of the municipal election and reassessment to the Operational Commitments Reserve.

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	68.0	68.0
Casual	-	-
Total	68.0	68.0

Office of the City Manager Budget Details

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Administration	882.3	882.3	**949.1**	66.8	7.6
Regina Revitalization Initiative	740.5	739.0	**5,059.4**	4,318.9	583.2
Innovation	467.8	467.8	**598.4**	130.6	27.9
Total Operating Expenditures	2,090.6	2,089.1	**6,606.9**	4,516.3	216.0

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	9.0	9.0
Casual	-	-
Total	9.0	9.0

Legal Budget Details

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
City Solicitor's Office	1,839.4	2,144.2	**1,877.2**	37.8	2.1
Bylaw Prosecution	153.8	156.4	**158.2**	4.4	2.9
Risk Management	260.5	258.9	**267.6**	7.1	2.7
Insurance	1,037.2	980.0	**1,060.0**	22.8	2.2
Total Operating Expenditures	3,290.9	3,539.5	**3,363.0**	72.1	2.2

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	18.0	18.0
Casual	-	-
Total	18.0	18.0

Governance and Strategy Budget Details

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Communications	2,784.1	2,784.1	**2,868.8**	84.7	3.0
City Clerk's Office	1,928.2	2,078.4	**1,972.6**	44.4	2.3
Facility Costs	73.0	79.8	**73.3**	0.3	0.4
Strategy and Performance	1,025.6	840.4	**1,042.8**	17.2	1.7
Government Relations	136.5	136.5	**139.4**	2.9	2.1
Total Operating Expenditures	5,947.4	5,919.2	**6,096.9**	149.5	2.5

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	41.0	41.0
Casual	-	-
Total	41.0	41.0

Corporate Services Group

Corporate Services provides essential support services and sets out standards that incorporate leading business practices, tools and technology to enable the organization to meet citizens' needs. This group includes Facilities Management Services, Finance, Fleet Services, Information Technology Services, and Human Resources.

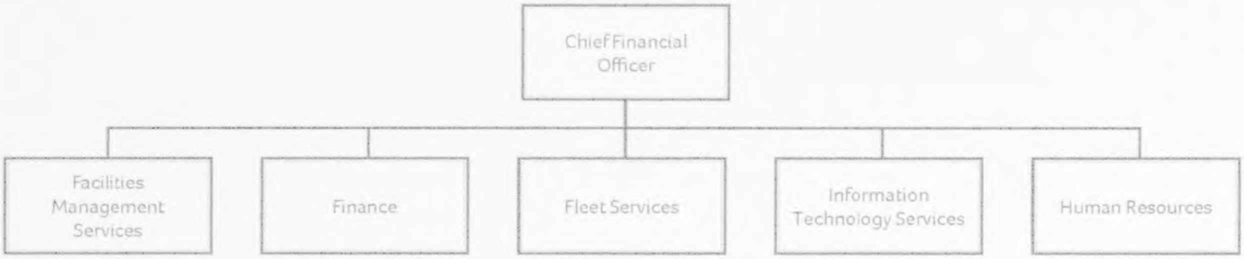

Chief Financial Officer
Facilities Management Services
Finance
Fleet Services
Information Technology Services
Human Resources

FIGURE 20: ORGANIZATIONAL STRUCTURE OF THE CORPORATE SERVICES GROUP

Key strategic issues

Enhancing the provision of timely management information to the organization for informed decision-making. This includes using data that lays out the linkages between service level expectations and the cost of providing them, along with appropriate lifecycle cost estimates for assets throughout their entire lifespan.

Improving work planning and resource assignment activities across the organization.

Building policies, plans and tools to manage the corporation's financial condition now and for the long term.

Producing succession plans and leadership development frameworks to reduce the impact that retirements will have on the corporation's ability to maintain service levels.

Corporate Services Budget Summary

To achieve the City's vision, the Corporate Services Group has estimated its operating budget in the 110 fund as follows:

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Chief Financial Officer - Administration	764.4	555.8	**689.8**	(74.6)	(9.8)
Facilities Management Services	5,116.2	5,187.2	**5,420.5**	304.3	5.9
Finance	6,511.2	9,702.7	**7,021.6**	510.4	7.8
Human Resources	5,876.5	5,893.9	**6,474.0**	597.5	10.2
Information Technology Services	8,750.1	8,453.9	**9,885.6**	1,135.5	13.0
Fleet Services	1,165.7	1,112.2	**1,219.3**	53.6	4.6
Pensions & LTD	113.8	113.8	**115.6**	1.8	1.6
Total Operating Expenditures	28,297.9	31,019.5	**30,826.4**	2,528.5	8.9
Transfers to a Reserve	576.3	1,654.2	**1,156.3**	580.0	100.6
Total Expenditures	28,874.2	32,673.7	**31,982.7**	3,108.5	10.8

Note:

1. The Transfer to the Reserve represents transfers to the Asset Revitalization Reserve of $0.5 M, Employer Provided Parking Reserve $0.4 M, Facilities Reserve $0.2 M and $0.08 M to the Technology Reserve.

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	292.6	293.6
Casual	22.6	23.4
Total	315.2	317.0

Chief Financial Officer Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Chief Financial Officer Office	764.4	555.8	**689.8**	(74.6)	(9.8)

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	5.0	4.0
Casual	-	-
Total	5.0	4.0

Note: An employee from the Administration was transferred to the Finance Department.

Facilities Management Services

The Facilities Management Services establishes corporate standards for all civic properties and also manages their operation and maintenance. This includes the responsibility for about 660 structures and buildings, which have a replacement value of about $325 million.

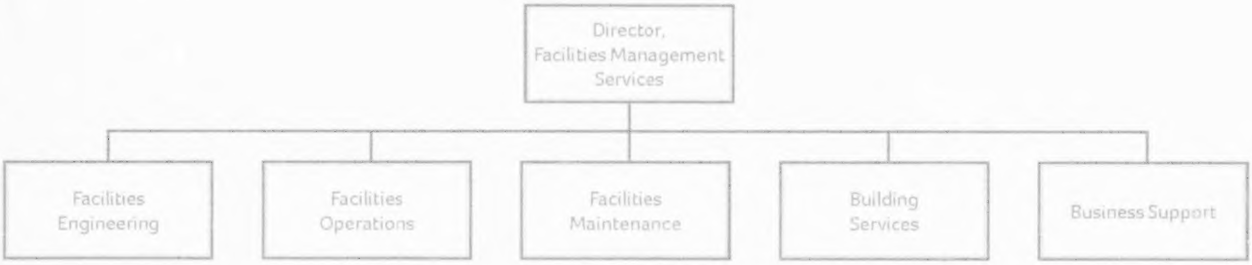

Director, Facilities Management Services
Facilities Engineering
Facilities Operations
Facilities Maintenance
Building Services
Business Support

FIGURE 21: ORGANIZATIONAL STRUCTURE OF FACILITIES MANAGEMENT SERVICES

Overview

The department's services include capital facilities portfolio management, construction project management, physical plant maintenance, preventative maintenance and the day-to-day operation of City-owned facilities. The department also provides facilities security, life safety, corporate furniture, space planning, property management and the employer provided parking program.

Facilities Engineering

- Is responsible for the planning and work scheduling for all facility renewal, repair and rehabilitation work that minimizes total lifecycle costs. The employees in this branch are also responsible for all major building renovations and new construction.

Facilities Operations

- Provides the janitorial, custodial and daily building operations support, ensuring that those who work in and visit the buildings are both safe and comfortable.

Facilities Maintenance

- Provides routine daily maintenance services in all civic buildings.

Building Services

- Provides support for corporate programs including parking for employees, life safety programs, security, service contract management, property management, the corporate furniture inventory management system, and office space programming.

Business Support

- Provides project management administration, policy, procedure and guideline development and administration, work force development and training, as well as leading various department, division and corporate initiatives.

2014 Accomplishments

- Successfully designed and implemented security improvements at City Hall, including addressing aging infrastructure and building code deficiencies.
- Designed and managed the installation of new, specialized equipment to manage ventilation and water quality at the Lawson Aquatic Centre.
- Developed a set of preventative maintenance program standards for corporate facility assets, including software to track actual preventative maintenance activity and assess portfolio performance.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

The Facilities Management Services (FMS) Department needs to continue its work on creating a comprehensive management plan for the assets under its control. Like many municipal departments, FMS operates in an environment where unplanned or emergency work can impact its ability to complete its planned work. As corporate facilities reach the end of their useful lives, they incur a higher rate of repair, which increases both costs and the risk of downtime that will restrict access and reduce their availability for programs and services. Minimizing facilities costs requires a comprehensive asset management plan that includes timely and sufficient preventative maintenance activities.

2015 PRIORITIES

Corporate Facilities Master Plan

- The department is developing a Corporate Facilities Master Plan (CFMP) that will provide a comprehensive strategy for the management of corporate facility assets. It is intended to provide a 25 to 30-year perspective on the work required to provide facilities that address the corporation's service needs, with a particular focus on work required within the next decade.

Interim Implementation Plan

- Because the CFMP is expected to take 12 to 18 months to complete, an interim plan is required to ensure things run smoothly in the interim. This plan will cover capital budget requests over the next five years.

Corporate Facilities Repair/Rehabilitation/Renovations

- Inconsistencies in the current state of facilities across the corporation can contribute to challenges for employees.
- Inconsistencies in the quality and functionality of corporate facilities will continue to be addressed through rehabilitation, restoration and/or renovation programs to improve building efficiency and support enterprise-wide employee engagement efforts.

Facilities Management Services Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director, Facilities	631.2	585.1	**638.9**	7.7	1.2
Facilities Building Services	637.8	656.1	**727.1**	89.3	14.0
Facilities Operations	1,907.0	1,800.1	**1,955.3**	48.3	2.5
Facilities Utilities	566.3	610.8	**587.4**	21.1	3.7
Facilities Maintenance	896.4	1,061.7	**1,035.3**	138.9	15.5
Facilities Engineering	477.5	473.4	**476.5**	(1.0)	(0.2)
Total Operating Expenditures	5,116.2	5,187.2	**5,420.5**	304.3	5.9

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	89.8	90.8
Casual	19.6	20.4
Total	109.4	111.2

Finance

The Finance Department provides financial services to City Council, City departments and the public.

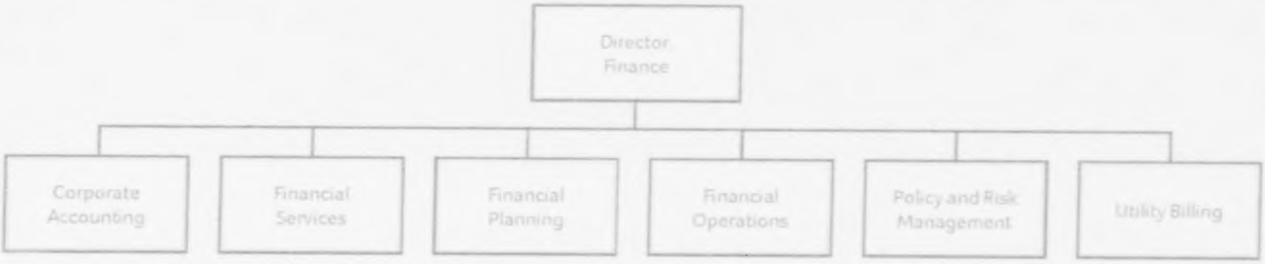


FIGURE 22: ORGANIZATIONAL STRUCTURE OF THE FINANCE DEPARTMENT

Overview

The Finance Department provides financial reporting, accounting, budgeting, accounts payable and receivable, purchasing, cash management and investment and debt management services as well as general financial analysis to the corporation. It also manages customer service, billing and collections for the City's water, wastewater and drainage utility.

Corporate Accounting

- Develops and maintains the City's corporate financial systems, accounting policies and internal control systems.
- Prepares consolidated financial statements and complies with internal and statutory financial reporting requirements.

Financial Services

- Leads the internal management reporting processes and provides decision-making support for all divisions through financial modelling and business case development.

Financial Planning

- Leads the development of annual operating and capital budgets for the City of Regina.

Financial Operations

- Provides advice to City departments for the procurement of all goods, services, equipment, and professional and consulting services.
- Provides payment and billing services for the corporation.

Policy and Risk Management

- Reviews, establishes and develops internal controls and governance practices, policies and procedures for the City.
- Manages business development initiatives and process improvement, including financial policy development.

Utility Billing

- Supports all aspects of the utility billing services, including meter reading, billing processing, collections and field services.

2014 Accomplishments

The Finance Department supported business transformation throughout the organization by building a strong foundation in key operational processes. This included:

- Successful transition to a new bank.
- Establishment of a City-wide money handling and payment processing policy and procedures, including the implementation of a new payment system.

Provided financial support for large corporate projects such as the Regina Revitalization Initiative (RRI) Mosaic Stadium project, Wastewater Treatment Plant and the interim phasing and financing plan that ensures project costs are do not negatively impact the City's sustainability.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

The Finance Department will focus on ensuring the City's finances and financial policies are strong and in line with the long-range plan. Key elements will include the establishment, measurement and reporting of results against established targets so decisions can be made in an effective and efficient manner.

2015 Priorities

- Review all financial policies to ensure they support strategic and operational priorities.
- Provide guidance to the annual planning and budgeting process.
- Provide transparent financial reporting for Council and the public.
- Strengthen the City's financial situation.
- Modernize financial information technology systems used with the City's budgets, produce financial statements, record costs and produce reports.
- Support the development of an asset management tool to support infrastructure renewal now and in the future.
- Implement an electronic billing system for utility billing.

Finance Budget Detail

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Director Finance	220.2	228.5	**203.2**	(17.0)	(7.7)
Corporate Accounting	1,267.6	1,476.5	**1,367.4**	99.8	7.9
Financial Operations	2,106.2	2,131.6	**2,142.9**	36.7	1.7
Financial Planning	365.3	319.1	**456.5**	91.2	25.0
Financial Services	1,169.4	861.4	**1,205.6**	36.2	3.1
Policy & Risk Management	534.6	447.2	**552.1**	17.5	3.3
Utility Billing	161.5	161.5	**161.5**	-	-
Corporate Transactions	686.4	4,076.9	**932.4**	246.0	35.8
Total Operating Expenditures	6,511.2	9,702.7	7,021.6	510.4	7.8

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	60.9	61.9
Casual	3.0	3.0
Total	63.9	64.9

Note: An employee from the Administration was transferred to the Finance Department.

Fleet Services

This department helps deliver City programs and services by providing customers with appropriate fleet resources and operator training through Fleet Vehicle and Equipment Supply, Fleet Maintenance and Repair, Fleet Training and Safety, Supply Management, and Sales and Salvage.

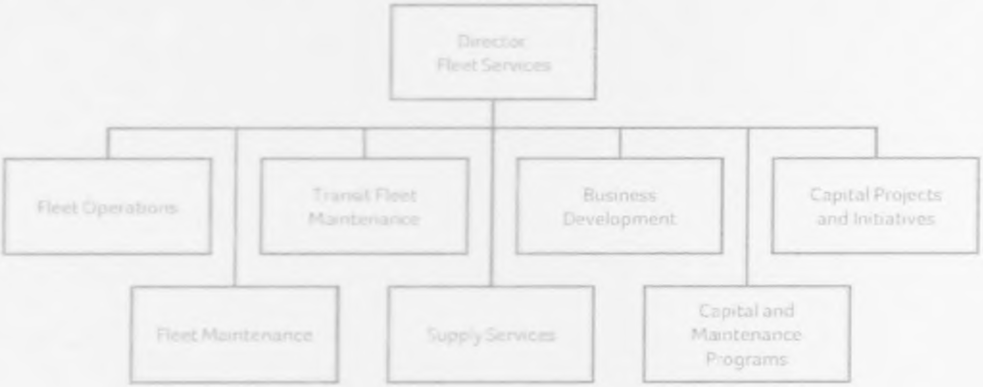


FIGURE 23: ORGANIZATIONAL STRUCTURE OF FLEET SERVICES

Overview

Fleet Operations

Is responsible for ensuring that civic fleet client departments are provided with the vehicles, equipment and operator training they need to deliver their programs and services. Their functions include lifecycle management of fleet assets, contracting for external vehicle and equipment rentals, motor pool operations, small equipment program, operator training and vehicle incident/collision management.

Fleet Maintenance

Is responsible for the repair, inspection, preventative maintenance and warranty management of the City's fleet of civic vehicles and equipment. Non-fleet welding and fabricating services are also provided.

Transit Fleet Maintenance

Is responsible for the repair, inspection, preventative maintenance and warranty management of the City's fleet of transit buses.

Supply Services

Manages central stores, fleet parts and fuel inventories; the supply of non-inventoried parts, goods and materials; and fuel inventories and the fuelling infrastructure. It also provides mobile fuelling services, management of the City's towing storage compound and the disposal of surplus corporate assets, impounded vehicles and other items for the Regina Police Service.

Business Development

Is responsible for managing and developing information technology systems and processes along with the Information Technology Services (ITS) department, developing employee development strategies, implementing a continuous improvement program and the development and documentation of service levels with client departments.

Capital and Maintenance Programs

This branch is responsible for the asset management of all Transit and Fire fleet vehicles and equipment as well as the delivery of fleet maintenance services to the Fire department. It is also responsible for harmonizing the management processes for the preventative maintenance and warranty programs for the civic, transit and fire fleets.

2014 Accomplishments

- Upgraded the Fleet Management system, which will help to streamline fleet operations for the future.
- Conducted and analysed customer survey to ensure that Fleet Services continues to meet customer needs.
- Mandated WHMIS training for all Fleet employees and is readily available online for all new employees.
- Implemented outsourcing of the Heating, Ventilation and Air Conditioning Preventative Maintenance program in 2014, resulting an estimated annual cost savings of $12,000.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

Recruiting and retaining qualified mechanics and operators has been a challenge. The department must continue to identify and implement methods to keep the workforce fully staffed.

With a growing fleet, it is essential that the City's mechanics and operators are receiving the most up-to-date training to service and operate the City's vehicles and equipment.

Ensuring that the department continues to provide good service to customer groups around the city, despite annual cost increases.

Continue to streamline operations to provide City Operations with suitable equipment to provide services to the public.

2015 Priorities

Improve operator training

- As vehicles become more complex, operators need to be increasingly well versed in using them. This should result in fewer incidents of operator damage and a longer life for vehicles. Fleet Services has taken steps towards to this end including requirements in the tendering process that ensure vendors provide adequate training to staff.

Continue to add efficiencies through management software

- Although Fleet Services has now installed M5 as the Fleet Management software, there are still opportunities to improve the processes and substantially streamline operations.

Create incentive programs for staff

- Due to the booming Saskatchewan economy, it is becoming increasingly difficult to attract and retain qualified mechanics. Therefore, Fleet Services must find ways to keep employees engaged despite the lure of higher salaries offered by private sector employers.
- Performance and innovation programs will be investigated and potentially implemented. These initiatives will be in direct alignment with planned HR programs.

Fleet Services Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Fleet Training & Safety	676.3	624.6	**702.2**	25.9	3.8
Sales & Salvage	489.4	487.5	**517.1**	27.7	5.7
Total Expenditures	1,165.7	1,112.1	**1,219.3**	53.6	4.6

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	6.3	6.3
Casual	-	-
Total	6.3	6.3

Information Technology Services

This department provides leadership in business technology planning, coordinates the selection, development, implementation, operation and support of information technology and applications used by the City. Other core services include the sharing and security of data, corporate telecommunications, printing, and mail delivery. Information Technology Services (ITS) supports 1,700 City staff who use more than 70 different business applications through a digital network connecting more than 60 City facilities to a mobile workforce.

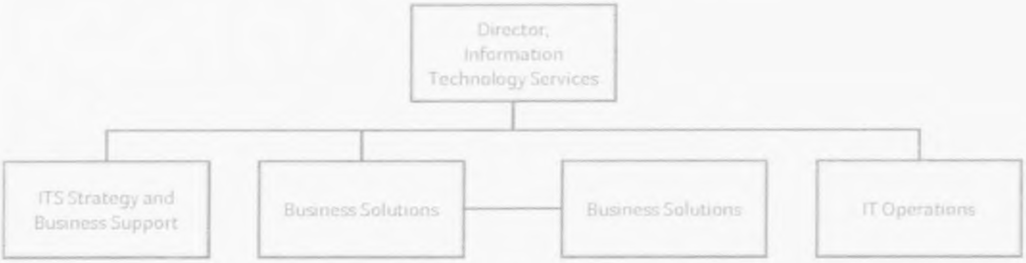

Director, Information Technology Services
ITS Strategy and Business Support
Business Solutions
Business Solutions
IT Operations

FIGURE 24: ORGANIZATIONAL STRUCTURE OF INFORMATION TECHNOLOGY SERVICES

Overview

The ITS organizational structure has four branches:

ITS Strategy and Business Support Branch

- Provides strategic direction, business planning, administrative coordination and process oversight for the entire department.
- Sets direction for and provides support to the other ITS branches. Major functional areas include Enterprise and Digital Information, Architecture, Project Services and Print and Mail services.

Business Solutions Branches

- Manage the relationship with ITS clients. In addition to day-to-day application support, maintenance and training, the branches also provide project management and data management.

IT Operations

- Is responsible for deploying, securing, operating and supporting technology equipment used by the City of Regina. Key functional areas include Infrastructure, the IT Service Desk, Data Administration, and IT Security.

2014 Accomplishments

- Completed the upgrade of all end user workstations to Windows 7. The new platform ensures City devices have appropriate security and run on a stable, supported platform.
- Implemented online collaboration tools that make for quicker decision-making, increase engagement regardless of employee location and reduce travel time.
- Upgraded the computer training for 1,700 staff from Microsoft Office 2003 to Office 2013.
- Implemented a new IT service management tool to streamline support processes and automate common tasks.
- Modernized the City's network infrastructure by replacing the legacy network with more current Windows-based technology.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- Managing opportunities to take advantage of existing data sets to maximize staff productivity.
- Supporting management decisions with software and reports that address needs for timely, accurate data.
- Ensuring technology encourages employee engagement.
- Responding to demands for self-serve options.

2015 Priorities

ITS 2015 strategic priorities focus on further equipping the workforce with the devices and tools to help them work more effectively from any location.

Upgrade Office Productivity Suite

- ITS will upgrade office productivity tools to the latest versions to increase its ability to integrate and interact with external parties.

Enable Effective Collaboration

- ITS will further enable remote attendance to meetings at other City locations, including from the field. Employees will also begin to collaborate using more advanced document sharing and editing tools.

Secure and Enhance Mobile Device Experience

- The implementation of an Enterprise Mobility Management Solution (EMMS) will strengthen the security for the City's mobile devices, improve management of these devices and streamline the user experience. It will also offer more functionality and access to business applications for mobile users.

Transform the Business

- This includes streamlining processes, reducing the number of disparate systems and bringing additional efficiencies to our support organizations.

Extend Connectivity Reach

- Expansion of the WiFi network to more City locations will provide wireless access to both employees and users of City facilities.

Information Technology Services Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director, ITS	228.2	224.2	**214.1**	(14.1)	(6.2)
IT Strategy & Business Support	794.2	767.4	**816.3**	22.1	2.8
Business Solutions (COCPD)	1,522.0	1,282.7	**1,444.0**	(78.0)	(5.1)
Business Solutions (CSOCM)	1,372.7	1,341.3	**1,494.7**	122.0	8.9
Administration	298.0	326.1	**311.6**	13.6	4.6
Systems Licensing, Mtce & Processing	2,170.6	2,265.7	**2,340.3**	169.7	7.8
IT Operations	2,364.4	2,246.5	**3,264.6**	900.2	38.1
Total Operating Expenditures	8,750.1	8,453.9	**9,885.6**	1,135.5	13.0

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	65.1	65.1
Casual	-	-
Total	65.1	65.1

Human Resources

Human Resources (HR) is responsible for supporting all City departments in managing their people. Its purpose is to help in attracting, optimizing and retaining the high-performing workforce needed to achieve organizational goals.

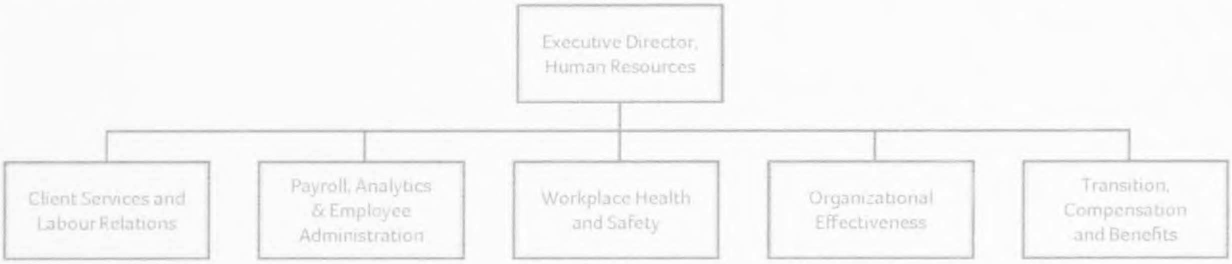

Executive Director, Human Resources
Client Services and Labour Relations
Payroll, Analytics & Employee Administration
Workplace Health and Safety
Organizational Effectiveness
Transition, Compensation and Benefits

FIGURE 25: ORGANIZATIONAL STRUCTURE OF HUMAN RESOURCES

Overview

HR supports City departments by providing a first point of contact for directors, managers and employees requiring assistance. Its services include payroll, workplace safety, developing employment policies and procedures, assisting the recruitment and hiring of staff, labour relations, the design and development of training programs and administering the awards and recognition program. HR's work is distributed among five branches.

Client Services and Labour Relations

- Provides support to operating areas in recruitment, performance management, labour relations, corrective discipline, coaching and direction.
- Provides support and direction in the interpretation and application of collective bargaining agreements and all facets of the collective bargaining process.

Organizational Effectiveness

- Offers a broad range of services which aim to advance the organization's effectiveness with emphasis in the areas of leadership, development and workforce management, including strategic recruitment, engagement and recognition.

Payroll, Analytics and Employee Administration

- Processes and administers all payroll functions for the City of Regina, Regina Police Services and three external agencies.
- Administers all employee life events as they relate to pay, including changes to personal information and beneficiaries.

Transition, Compensation and Benefits

- Provides oversight and direction for the implementation of the Human Resources Management System (HRMS) initiative within the City's Business Transformation Program.
- Manages and administers group benefit plans, including vendor management and contracts.
- Provides leadership, direction and support to the organization on compensation and benefit policies and practices.

Workplace Health and Safety

- Provides leadership and direction to the organization in all matters of occupational health and safety.
- Provides leadership and guidance to the organization in the return-to-work process including occupational and non-occupational issues and maintaining strong relationships with external agencies.

2014 Accomplishments

- Developed a framework for the multi-year leadership initiative for the City of Regina.
- Implemented Phases I and II of the Onboarding Project. This includes the development of online tools for both supervisors and new employees to use through the orientation process as well as the development of an employee handbook for all new employees.
- Reduced lost time injury rate from 8.03 days in 2011 to 4.1 days in 2014.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The recruitment and retention of high-performing, skilled employees is essential. Pending retirements, high employment rates and issues with benefits, such as a pension deficit, affect the City's ability to attract, recruit and retain a sustainable workforce.
- The need for a focus on improved leadership skills for current employees and the development of sustainable leadership programs to support the organization into the future.
- The prevention of workplace injuries through the development of safe work initiatives and a corporate wellness program.
- The development of effective human resource planning and succession strategies.

2015 Priorities

- To renew job descriptions, job classification and union/association jurisdiction for all positions in the organization.
- To formalize management skills training and complete the development of a leadership development program.
- Complete Phase I of the Human Resource Management System project.
- Prepare and initiate the next round of collective bargaining with CUPE Local 7 and 21, ATU 588 and IAFF 181.

Human Resources Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Executive Director	354.9	354.9	**696.1**	341.2	96.1
Client Services & Labour Relations	1,301.2	1,350.5	**1,397.6**	96.4	7.4
Organizational Effectiveness	1,230.9	1,230.9	**1,276.5**	45.6	3.7
Payroll, Analytics & Employee Admin	1,224.3	1,213.4	**1,283.8**	59.5	4.9
Transition, Compensation & Benefits	396.9	386.9	**421.8**	24.9	6.3
Workplace Health & Safety	1,368.3	1,357.3	**1,398.2**	29.9	2.2
Total Operating Expenditures	5,876.5	5,893.9	**6,474.0**	597.5	10.2

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	54.0	54.0
Casual	-	-
Total	54.0	54.0

Pensions and Long Term Disability

This area reports to and provides administrative services to several pension and long-term disability plans which serve the City of Regina and other employers. It is funded through pension and long-term disability plans and maintains a working relationship between the plans' administrative boards and the Corporate Services Group.

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Pensions & LTD	113.8	113.8	**115.6**	1.8	1.6

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	11.5	11.5
Casual	-	-
Total	11.5	11.5

Corporate Services Costing Fund

The Corporate Services Group provides services to other divisions that are charged out to their operating budgets as allocated costs. On a stand-alone basis, these costs are as follows:

Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Corporate Services:					
Fleet Services	31,485.7	27,707.0	**34,218.0**	2,732.3	8.7
Facilities Costs - Fleet Services	484.8	504.7	**510.0**	25.2	5.2
Total Fleet Services Costs	31,970.5	28,211.7	**34,728.0**	2,757.5	8.6
Information Systems	1,570.5	1,521.7	**745.1**	(825.4)	(52.6)
Facilities & Energy Management	4,498.1	4,498.1	**4,654.3**	156.2	3.5
Total Operating Expenditures	38,039.1	34,231.5	**40,127.4**	2,088.3	5.5

Staff Complement (Costing Fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	132.8	132.6
Casual	1.9	1.9
Total	134.7	134.5

Operations Group

This group is comprised of the City's operating areas providing direct services to the community. Its overarching goal is to improve the coordination of reliable service delivery to provide a better experience for residents.

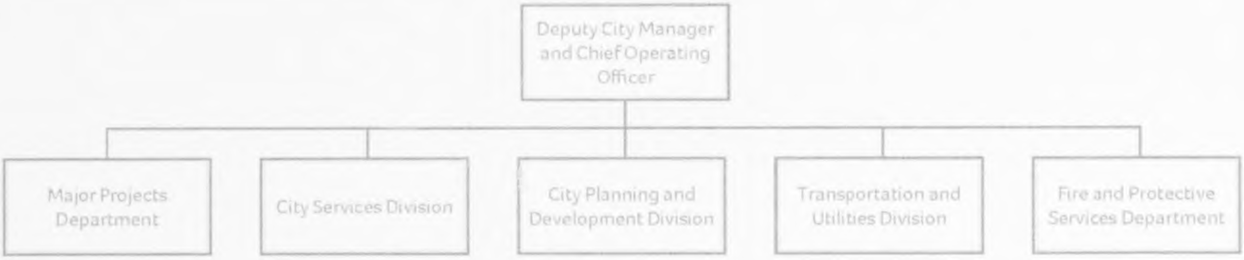

Deputy City Manager and Chief Operating Officer
Major Projects Department
City Services Division
City Planning and Development Division
Transportation and Utilities Division
Fire and Protective Services Department

FIGURE 26: ORGANIZATIONAL STRUCTURE OF THE OPERATIONS GROUP

Key strategic issues

In addition to delivering day-to-day services to the community, in 2015 the operations group will continue to focus on refining its organizational structure and processes. This includes:

- Reviewing programs and services and the corresponding performance data with the goal of either improving or discontinuing services that offer less value to the community.
- Improving organizational coordination to ensure long-term community plans and policies are implemented successfully.
- Developing proactive approaches to reduce the infrastructure deficit.
- Improving employee engagement activities to encourage broader participation in delivering services to the community.
- Ensuring community groups, the business community and citizens are engaged to provide input into emerging issues that impact them.

Operations Group Budget Summary

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Chief Operation Officer - Administration	1,046.5	1,010.0	**743.6**	(302.9)	(28.9)
City Services	71,948.5	73,686.4	**75,462.8**	3,514.3	4.9
City Planning & Development	16,703.9	17,539.8	**19,590.6**	2,886.7	17.3
Transportation & Utilities	54,665.2	53,262.9	**57,521.9**	2,856.7	5.2
Fire & Protective Services	45,103.1	45,210.8	**47,109.4**	2,006.3	4.4
Major Projects	-	207.5	**262.1**	262.1	-
Total Expenditures	189,467.2	190,917.4	**200,690.4**	11,223.2	5.9
Transfers to a Reserve	13,065.4	13,440.4	**13,331.7**	266.3	2.0
Total Operating Expenditures	202,532.6	204,357.8	**214,022.1**	11,489.5	5.7

Note:
1. The Transfer to the Reserve represents transfers to the Solid Waste Reserve of $12.1 M, Planning and Sustainability Reserve $0.8 M, Golf Course Resere $0.2 M $0.1 M to the Asset Revitalization Reserve to repay funding from Lawson Upgrades and $0.01 M to the Cemeteries Reserve. Other small transfers to the Fleet Replacement Reserve and the Operation Commitments Reserve.

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	1,115.9	1,135.8
Casual	278.0	264.1
Total	1,393.9	1,399.9

Chief Operating Officer Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change: Dollar Change	Budget Change: Per Cent Change
Chief Operation Officer - Administration	522.4	522.4	419.8	(102.6)	(19.6)
Strategy & Operations	0	104.8	323.8	323.8	-
Divisional Strategic Services	524.1	382.8	0	(524.1)	(100.0)
Total Operating Expenditures	1,046.5	1,010.0	743.6	(302.9)	(28.9)

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	10.0	5.0
Casual	-	-
Total	10.0	5.0

Major Projects

The Major Projects Department was created in June 2014 and is responsible for managing three major municipal projects – the Regina Revitalization Initiative land development, Regina Revitalization Initiative stadium projects, and the Wastewater Treatment Plant Upgrade. The department will also support the development of a robust project management culture within the City, ensuring the consistent delivery of successful project outcomes for the community.

The Major Projects Department includes:

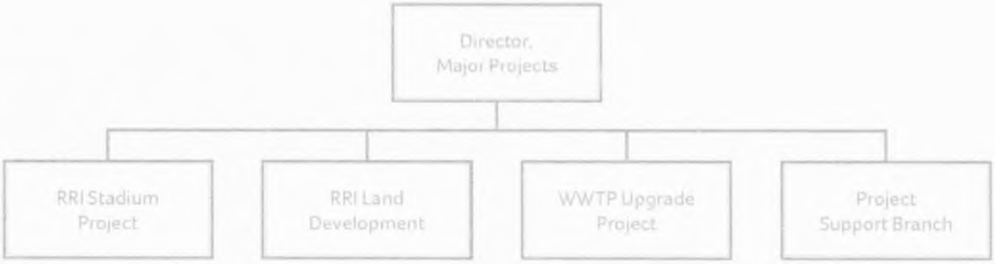


FIGURE 27: ORGANIZATIONAL STRUCTURE OF THE MAJOR PROJECTS DEPARTMENT

Overview

The Major Projects Department includes four working areas responsible for the delivery of major projects as well as leading the development of improved project management practices throughout the Operations Group.

- **Regina Revitalization Initiative (RRI) Stadium Project Business Unit:** It is responsible for the management of the new 33,000-seat stadium project from design through to construction. The new home to the Saskatchewan Roughriders will be at the heart of a larger urban revitalization initiative in the City's core.
- **Regina Revitalization Initiative Land Development Business Unit:** It leads the planning and redevelopment of the former Canadian Pacific Railway yards and the current Mosaic Stadium site.
- **Wastewater Treatment Plant (WWTP) Upgrade Project Business Unit:** It manages the delivery of a new WWTP, including the transition of plant operation from the City to the P3 partner.
- **Project Support Office:** It develops and defines project management practices for City projects and provides tools and training to improve the practice of project management.

2014 Accomplishments

- Awarded the contract to design, build and finance the stadium project after an extensive nine-month procurement process.
- EPCOR Water Prairies Inc. was selected to design, build, finance, operate and maintain the new plant at a total cost of $247.5 million.
- The City successfully negotiated the purchase of the former Canadian Pacific Railway intermodal facility and took possession of the site in July.
- The establishment of the new Major Projects Department and the Project Support Office.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The wastewater treatment plant and Regina Revitalization Initiative land development and stadium projects are each among the largest projects ever undertaken by the City of Regina. New strategies are required to ensure high levels of planning, risk management and project oversight.
- Regina's strong economy and busy construction sector have contributed to a low number of request for proposals in some cases or higher-than-anticipated project bids. The City needs to identify opportunities and mechanisms to improve the attractiveness of Requests for Proposal (RFPs) to ensure strong competitive bids and limited risk to taxpayers.
- The city's current growth environment has resulted in an increase in the amount of project work that requires oversight and management. The City needs to ensure that the selection process and project managers are supported by effective systems, tools and expectations.

2015 Priorities

RRI Stadium Project

- The design and construction on the new stadium will continue through substantial completion by August 2016.

RRI Land Development

- An RFP for planning services will be issued in early 2015 for the RRI lands.

Wastewater Treatment Plant Project

- Construction on the wastewater treatment plant is expected to be substantially complete by the end of 2016.

Project Support Office

- Complete a business plan for the Project Support Office

Major Projects Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change	
				Dollar Change	Per Cent Change
Director, Major Projects	-	58.6	**45.0**	45.0	-
Manager, Project Support	-	148.9	**217.1**	217.1	-
Total Operating Expenditures	-	207.5	**262.1**	262.1	-

Staff Complement

Full Time Equivalents (FTEs)	2014	2015
Permanent	-	5.0
Casual	-	-
Total	-	5.0

City Planning and Development Division

The City Planning and Development Division coordinates long-term community plans and policies. It is made up of three departments – Planning, Development Services and Assessment, and Tax and Real Estate. The division will also include a new support branch to help with policy development across the Operations Group.

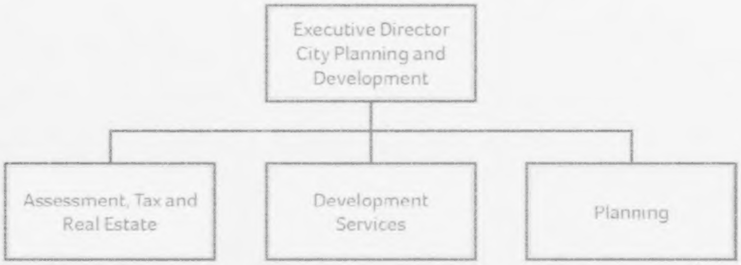

Executive Director City Planning and Development
Assessment, Tax and Real Estate
Development Services
Planning

FIGURE 28: ORGANIZATIONAL STRUCTURE, CITY PLANNING AND DEVELOPMENT DIVISION

Key Strategic Issues

- To continue to work with surrounding municipalities, agencies, other levels of government and other stakeholders to foster mutually beneficial relationships.
- To identify and develop plans and policies to deliver infrastructure and services based on future community needs.
- *Design Regina: The Official Community Plan* (OCP) was approved by Council in 2014. The City's Planning and Development Division heads the implementation of the OCP and related policy initiatives to manage growth and development into the future.

City Planning and Development Budget Summary

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Executive Director Planning & Development	1,061.1	627.4	**457.7**	(603.4)	(56.9)
Planning	4,968.8	5,642.2	**6,732.4**	1,763.6	35.5
Assessment & Taxation	4,540.5	4,456.3	**4,761.2**	220.7	4.9
Development Services	6,133.5	6,813.9	**7,639.3**	1,505.8	24.6
Total Operating Expenditures	16,703.9	17,539.8	**19,590.6**	2,886.7	17.3

Staff Complement (110 fund)

Full Time Equivalents (FTE's)	**2014**	**2015**
Permanent	179.7	181.7
Casual	4.1	4.1
Total	183.8	185.8

Executive Director – City Planning and Development Budget Detail

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Executive Director	1061.1	627.4	**457.7**	(603.4)	(56.9)

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	5.0	3.0
Casual	-	-
Total	5.0	3.0

Assessment, Tax and Real Estate

Overview

The department provides property assessment, taxation administration and real estate services for the corporation.

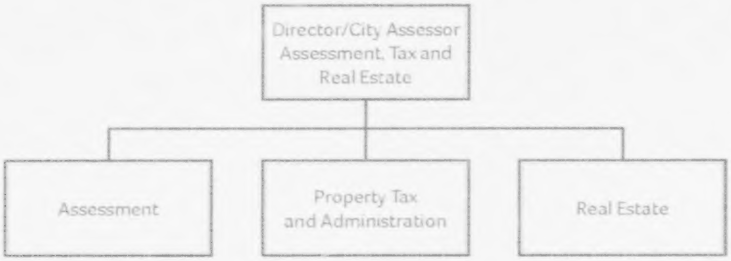


FIGURE 29: ORGANIZATIONAL STRUCTURE ASSESSMENT, TAXATION AND REAL ESTATE

Assessment Branch

- Comprises three areas: Assessment Research, Residential Assessment and Commercial Assessment. It is responsible for the valuation of all properties within Regina's boundaries and assesses all properties in accordance with *The Cities Act*, the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency.

Property Tax and Administration Branch.

- Is comprised of five areas: Property Tax Collection, Property Tax Accounting, Business System Administration, Assessment and Property Taxation Administration and Customer Service Administration. It is responsible for collecting, maintaining, analyzing and distributing property account information.

Real Estate

- Provides leadership and centralized service delivery in acquiring, holding, disposing of and leasing real property for the City of Regina. Real Estate handles the lion's share of acquiring, disposing and leasing of real property.

2014 Accomplishments

- The department completed all the appeals from the 2013 reassessment, which required that every property in the city be valued and the tax policy process be completed.
- The department has improved how it does business using technology. Staff members have been piloting tablets and moving to mobile data collection on them. Every assessor in the field now collects data this way.
- The Real Estate Branch has completed the sale of the remaining parcels of land in the Ross Industrial Park during the last phase of development. All 47 acres of land developed in 2013 have now been sold.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

The department is facing capacity challenges on a number of fronts, including:

- Increased construction activity in Regina has meant new buildings must be assessed and added to both the assessment and tax rolls as soon as construction is completed.
- A number of staff members in the department are eligible for retirement over the next five years.

The department is working to address these challenges through business process improvements, technology and succession planning. However, continued monitoring of capacity is also required.

- The City owns several large parcels of land where development is imminent. This will require strategies to maximize the investment and benefit to residents.
- The City provides property tax exemptions to some property owners, some of which are guided by legislation while some are ad hoc. Council has requested that the program be reviewed and streamlined.

2015 Priorities

Reassessment Planning

- The next reassessment will occur in 2017 but preparation work has already started and will continue in 2015.

Land Development

- The City has several large parcels of land where development is imminent. While the City has historically developed industrial lands, Council will determine whether to increase the City's role in broader land development activities.

Increased self-service options

- In coordination with Information Technology Services (ITS), the department will conduct further research to develop a self-serve website that will allow customers to access property information online on a fee-for-service basis. The creation of this website will improve customer service and reduce the amount of staff effort required to deliver it.

Assessment and Taxation Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
City Assessor	2,533.8	2,603.2	**2,613.7**	79.9	3.2
Property Taxation & Administration	2,006.7	1,853.1	**2,147.5**	140.8	7.0
Total Operating Expenditures	4,540.5	4,456.3	**4,761.2**	220.7	4.9

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	47.0	47.0
Casual	-	-
Total	47.0	47.0

Development Services

Development Services is responsible for designing and coordinating the construction of the new city infrastructure. Staff in the department work closely with the development community to ensure that new construction meets the City's development standards and complies with applicable bylaws.

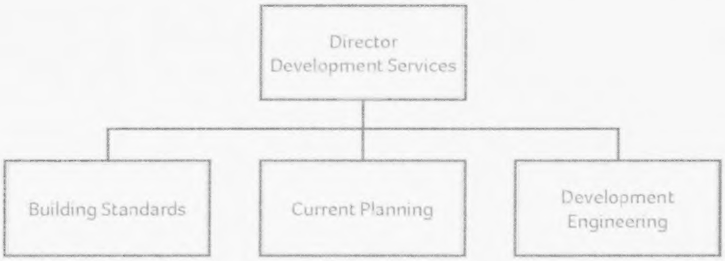


FIGURE 30: ORGANIZATIONAL STRUCTURE OF DEVELOPMENT SERVICES

Overview

The Development Services Department is comprised of three branches:

Building Standards

- Reviews and issues building permits and conducts follow-up inspections of projects in progress. The work is conducted in accordance to *The Provincial Uniform Building and Accessibility Standards Act* to regulate buildings to the standards of the National Building Code of Canada.

Current Planning

- Handles applications and inquiries related to development activity and application proposals.
- Responsible for processing development applications as well as development permit processes.
- Ensures developments are reviewed for compliance with *Regina Zoning Bylaw No. 9250* and the policies contained in *Design Regina – The Official Community Plan Bylaw No. 2013-48*.
- Administers the heritage incentives policy.

Development Engineering

- Provides technical review and inspection of all related development infrastructure.
- Ensures developers and contractors construct city infrastructure to the engineered specifications set out by the City.
- Coordinates the design and construction of growth-related municipal infrastructure capital projects.

2014 Accomplishments

- Both Current Planning and Building Standards have completed a detailed process manual which helps to ensure consistency across employees and is also a valuable tool for training new employees.
- The Heritage Incentives policy was amended to provide higher financial incentives for those who choose to rehabilitate heritage properties.
- A comprehensive review of the City's public notice policy was initiated. The objective was to improve communication with customers to better engage them in the City's business processes.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The adoption of the Official Community Plan requires a thorough review and modernizing of the City's zoning bylaw so that it's consistent with Council-approved policy.
- The costs of delivering services for new developments have increased so department needs to review its fees, servicing agreement policy and costing models to ensure they accurately reflect service delivery costs.

2015 Priorities

Completion of the *Public Notice Bylaw*

- Changes to the *Public Notice Bylaw* will provide clear direction how the City engages the public in the review processes and the corporate strategic plan.

Review of the Municipal Access Agreement

- The Municipal Access Agreement policy review will ensure the fee structure is reasonable and the terms and conditions protect the City's infrastructure and minimize liability while balancing the business needs of the telecommunications companies.

Building and Planning Software

- The department will work with IT to implement a software module that will automate existing manual processes and increase both efficiency and capacity in responding to internal and external customers requests.

Development Services Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Director, Development Services	416.8	476.1	**336.2**	(80.6)	(19.3)
Building Standards	2,563.0	3,223.6	**3,917.9**	1,354.9	52.9
Current Planning	1,191.0	1,123.2	**1,325.6**	134.6	11.3
Development Engineering	1,962.7	1,991.0	**2,059.6**	96.9	4.9
Total Operating Expenditures	6,133.5	6,813.9	**7,639.3**	1,505.8	49.8

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	81.0	83.0
Casual	4.1	4.1
Total	85.1	87.1

Planning

This department is responsible for land development policy in accordance with the City's Official Community Plan and approves applications for subdivisions, discretionary use and zoning bylaw amendments. It coordinates land use to ensure long-term planning objectives are achieved and it's responsible for social development and housing policy.

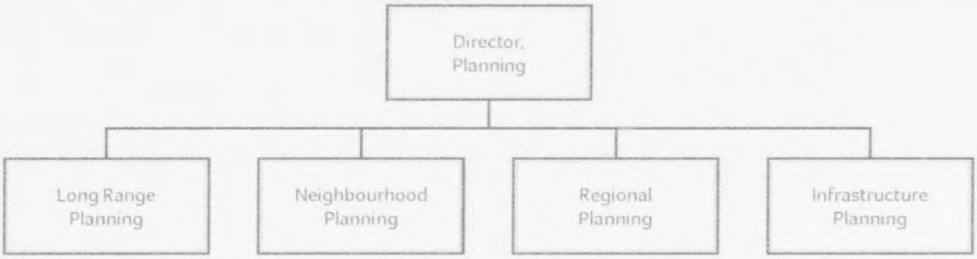


FIGURE 31: ORGANIZATIONAL STRUCTURE OF PLANNING

Overview

The Planning Department consists of four Branches – Long Range, Regional, Neighbourhood and Infrastructure Planning. It is responsible for preparing and maintaining the Official Community Plan and other documents such as neighbourhood plans and design standards to manage growth in Regina. The department is also responsible for the social, housing and regional policy and programs which enhance the quality of life for citizens of Regina and the region. The planning processes are collaborative and responsive to both community and regional needs. The department works closely with the development community, neighbourhood associations, the public and regional partners in achieving its mandate.

Infrastructure Planning

- Reviews and approves infrastructure plans for new developments in the city, establishes infrastructure development standards and policies, and develops long-term infrastructure plans to guide the city's growth.

Long Range Planning

- Reviews and approves concepts and secondary plans for new, long-term development within Regina, studies demographic trends and profiles of the population within specific neighbourhoods and zones and researches and develops new planning policy.

Neighbourhood Planning

- Develops comprehensive neighbourhood plans throughout the city, guides the development and implementation of the Comprehensive Housing Strategy and coordinates the development of social policy to address emerging community issues.

Regional Planning

- Establishes and maintains strong relationships with neighbouring municipalities, establishes servicing agreements with First Nations and provides assistance and advice on their development activities, and collaborates with the Rural Municipality of Sherwood in the development of policies to guide complementary growth.

2014 Accomplishments

- Completed the Intensification Strategy Work Plan in line with the population density objectives in *Design Regina*.
- Implemented the Comprehensive Housing Strategy and hosted the second Mayor's Housing Summit.
- Established and staffed a regional planning branch, hosted a second Regional Planning Summit and completed the Regina and Region Water and Wastewater Study.
- Implemented an interim Phasing and Financing Plan in accordance with *Design Regina* policies.
- Completed the Downtown Serviceability Study and Transportation Master Plan.
- Produced a new Official Community Plan.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The costs associated with new neighbourhood developments are not fully funded so they are being subsidized by existing taxpayers.
- The City is unable to pay for growth-related capital projects in accordance with the Servicing Agreement Fee (SAF) Policy without phasing growth over the full 25-year period of the Official Community Plan. Interim changes to the SAF Policy have been made to address this issue but a broader review is required before the full plan is finalized. This work is scheduled for 2015.
- Many people who live in communities surrounding Regina work in the city, use municipal services and are putting additional strain on infrastructure. The future infrastructure needs of both Regina and the region are not being coordinated effectively.

2015 Priorities

2015 Priorities Include:

Servicing Agreement Policy

- The cost of new growth has the potential to significantly impact the City's financial situation. The department will conduct a review of the City's Servicing Agreement Fee policy and prepare a final phasing and financing plan for the 300,000 population growth area. The project will quantify the expected costs of future growth and also recommend policies to Council to phase in development and reduce the financial burden of new development to taxpayers.

Intensification Strategy Work Plan

- This plan will govern the City's efforts to achieve intensification and infill development from 2014 to 2017. In order to succeed, City departments will address the generally ad-hoc methods of infill development and infrastructure planning investment. The work plan identifies critical projects that will impact the viability of intensification.

Regional Waste Water Study for East Regina and Region

- The study will provide an in-depth analysis of a potential regional partnership to advance an east side waste water solution, which could be needed to accommodate development in the future.

Planning Budget Detail

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Director, Planning	1,361.1	707.6	**614.9**	(746.2)	(54.8)
Infrastructure Planning	1,311.5	1,349.0	**1,541.1**	229.6	17.5
Longe Range Planning	1,213.2	1,046.2	**1,130.9**	(82.3)	(6.8)
Neighbourhood Planning	1,083.0	2,313.8	**2,924.3**	1,841.3	170.0
Regional Planning	-	225.6	**521.2**	521.2	0.0
Total Operating Expenditures	4,968.8	5,642.2	**6,732.4**	1,763.6	35.5

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	46.7	48.7
Casual	-	-
Total	46.7	48.7

City Services Division

The City Services Division is a new civic branch and is comprised of the following departments: Community Services, Parks and Open Space, Transit, and the Service Regina branch.

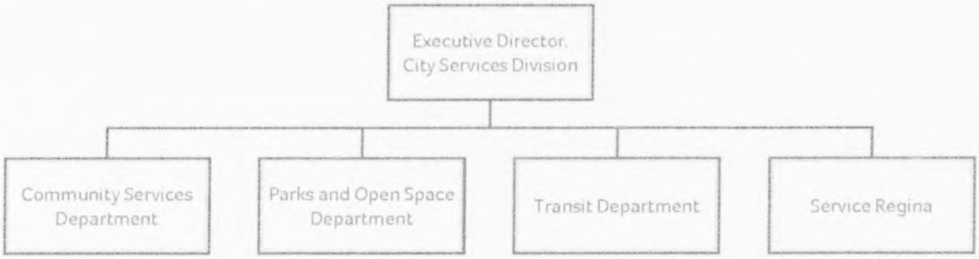

Executive Director, City Services Division
Community Services Department
Parks and Open Space Department
Transit Department
Service Regina

FIGURE 32: ORGANIZATIONAL STRUCTURE OF CITY SERVICES DIVISION

Key Strategic Issues

- To develop and implement a new mandate for Service Regina with an emphasis on delivering coordinated responses that meet the customers' needs on a timely basis.
- To develop funding and delivery plans for each program and service while identifying appropriate actions to address their viability.
- To lead a customer service strategy throughout the Operations Group that is customer-focused and meets a diverse set of needs in a coordinated manner.

City Services Budget Summary

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Executive Director	-	111.2	**298.9**	298.9	-
Transit	31,322.2	33,488.4	**33,126.3**	1,804.1	5.8
Community Services	20,772.8	20,682.5	**21,451.0**	678.2	3.3
Parks & Open Space	18,345.2	18,073.8	**19,048.8**	703.6	3.8
Service Regina	1,508.3	1,330.5	**1,537.8**	29.5	2.0
Total Operating Expenditures	71,948.5	73,686.4	**75,462.8**	3,514.3	4.9

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	386.5	390.4
Casual	191.0	189.9
Total	577.5	580.3

Executive Director of City Services Budget Detail

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Executive Director, City Services	-	111.2	**298.9**	298.9	-

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	-	2.0
Casual	-	-
Total	-	2.0

Community Services

The Community Services Department provides parking services to support public safety, traffic flow and community standards. At the same time, it also provides opportunities for people to experience parks, recreation, sports and culture.

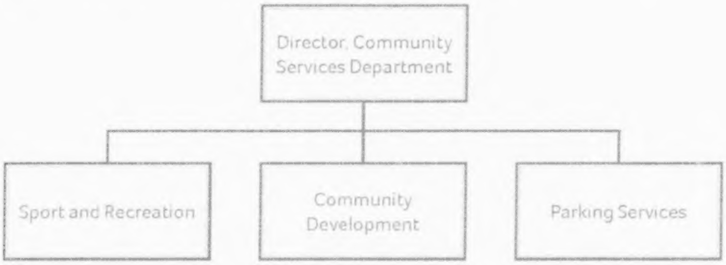


FIGURE 33: ORGANIZATIONAL STRUCTURE OF COMMUNITY SERVICES DEPARTMENT

Overview

The Department consists of three branches:

Sport and Recreation Branch

- Provides direct programming through sport, fitness and aquatics.
- Manages the operation of indoor and outdoor sport facilities including arenas, outdoor rinks, athletic fields, ball diamonds, the Canada Games Athletic Complex and tennis courts through partnerships with community organizations.
- Coordinates support for sport events, such as national and international championships and community sport festivals, and providing grants and consulting services to sport and recreation organizations.

Community Development Branch

- Developes and implements policy and plans recreation facilities, social inclusion and cultural development.
- Leads indoor and outdoor facility development projects in partnership with community organizations.
- Programs community and cultural facilities.
- Coordinates support for cultural events.
- Builds community capacity through consulting services to cultural, social development and neighbourhood-based organizations.
- Manages the City's Community Investment Grants Program.

Parking Services Branch

- Administers and enforces the *Traffic Bylaw* with a focus on public safety, traffic flow and community standards.
- Manages the parking meter program including installation, maintenance, collection, policy and rate setting.

2014 Accomplishments

- Continued development of the North Central Shared Facility, an integrated facility that will include a community centre, high school, public library, community police centre and space for community organizations.
- Helped host the North American Indigenous Games, a week-long event that attracted more than 4,000 athletes and was put on by 1,500 volunteers.
- Served 65,000 visitors at the Neil Balkwill Civic Arts Centre and 900,000 visitors at the Sportplex (Lawson Aquatic Centre and Fieldhouse), Northwest Leisure Centre and Sandra Schmirler Leisure Centre.
- Finalized the City's first Cultural Plan, a 10-year guide for the development of the arts, cultural heritage and cultural industries which will enable effective policy and investment decision making.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The increasing diversity of the growing population puts pressure on the City to offer a broader range of sport, culture, recreation and social inclusion programs.
- Aging City infrastructure, including indoor and outdoor sport, culture and recreation facilities, results in challenges to maintaining existing service levels at a time when citizens' expectations for additional and more contemporary facilities is also rising.

2015 Priorities

Review and Renewal of the Recreation Facilities Plan

- The department will begin planning for an updated Recreation Facility Plan in collaboration with the Facilities Management Services department.

North Central Shared Facility

- Residents will ensure that the programs and services offered through the North Central Shared Facility meet the needs of the community.

New and Vulnerable Populations

- Additional work with other levels of government, education, health and the not-for-profit sectors will create a welcoming environment for the increasing number of new Canadians, First Nations, Métis and Inuit persons as well as those with disabilities.

Service and Fee Review

- Program reviews will be undertaken to define service levels that are both financially sustainable and meet customer expectations.

Community Services Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director, Community Services	1,063.4	837.2	**790.6**	(272.8)	(25.7)
Community Development	2,876.1	2,755.2	**2,982.2**	106.1	3.7
Facility Costs	632.1	612.2	**656.1**	24.0	3.8
Parking Services	2,292.0	2,358.1	**2,471.3**	179.3	7.8
Sports & Recreation	6,249.5	6,537.8	**6,502.1**	252.6	4.0
Facility Costs	7,659.7	7,582.0	**8,048.7**	389.0	5.1
Total Operating Expenditures	20,772.8	20,682.5	**21,451.0**	678.2	3.3

Staff Complement (110 Fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	68.4	69.4
Casual	72.3	72.3
Total	140.7	141.7

Parks and Open Space

The Parks and Open Space Department enriches the lives Regina residents by providing world-class parks. The department manages approximately 1,600 hectares of parks and 148,000 City-owned trees.

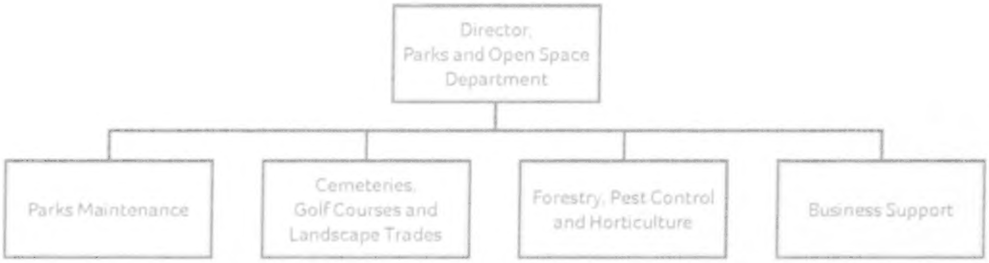

Director, Parks and Open Space Department
Parks Maintenance
Cemeteries, Golf Courses and Landscape Trades
Forestry, Pest Control and Horticulture
Business Support

FIGURE 34: ORGANIZATIONAL STRUCTURE OF PARKS AND OPEN SPACE DEPARTMENT

Overview

The Parks and Open Space Department includes four branches:

Parks Maintenance Branch

- Maintains parks and open spaces through mowing, watering, removing litter, clearing snow from pathways and maintaining tree and shrub beds.
- Provides seasonal start-up and winterizing, backflow testing and general maintenance repairs to irrigated sites.
- Maintains outdoor ice locations as well as the speed skating oval at Mount Pleasant Park.

Cemeteries, Golf Courses and Landscape Trades Branch

- Provides business operations and grounds maintenance for City of Regina cemeteries.
- Provides landscape restoration and construction services for other City of Regina departments.
- Provides day-to-day maintenance and contract management of City of Regina golf courses.

Forestry, Pest Control and Horticulture Branch

- Maintains and protects the urban forest through pruning, planting and tree removals.
- Plants and maintains flowerbeds, pots and barrels throughout the city.
- Monitors and executes pest control programs, including mosquitoes, cankerworms, rodents, Dutch Elm Disease and weed control.

Business Support Branch

- Provides general administrative services including payroll entry, records management, typing, filing and mail services.
- Provides asset management support through work order management and maintaining asset records.
- Provides financial support for the department including variance reporting, budget preparation and performing financial transactions.

2014 Accomplishments

- Less than 1% of the urban forest was lost to disease or insect infestations.
- Horticulture staff planted and successfully maintained 40,000 bedding plants.
- A total of 655 hectares of park area were surveyed as part of the weed threshold survey.
- More than 2,000 sites were treated for mosquitoes, significantly reducing breeding conditions in the city.
- *The Cemetery Bylaw* was reviewed and updated.
- Lighting renovations were completed at the Tor Hill Golf Course pro shop and Murray Golf Course clubhouse.
- An employee handbook was developed to provide departmental information to staff.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- New subdivision development has created additional open spaces to maintain which may impact the level of service that the department can provide.
- With a competitive job market and a sizeable number of employees eligible for retirement in the next five years, the department is at risk of losing skilled, knowledgeable employees, which could impact future service levels.
- Aging City infrastructure, including parks furniture, pathways, facilities and equipment makes it more difficult to maintain existing assets to customer expectations.

2015 Priorities

Regina Urban Forestry Management Strategy

- Review and revise The Regina Urban Forestry Management Strategy (RUFMS) to ensure it addresses changing community needs.

Asset Renewal

- Asset Renewal work focusing on open space restoration, tree replacement, recreational pathways and Tor Hill and Murray Golf Courses renovations.

Service Fee Review

- Review service fees to ensure they are competitive with similar municipalities. One focus will be creating a multi-year fee schedule for the golf courses and cemeteries to sustain and improve current infrastructure.

Leadership and Staff Development

- Continue to engage our work force by providing leadership and technical training to improve core competencies and safety management practices as part of our department succession plan.

Service and Efficiency Improvements

- Implement GIS software to assist in managing assets and creating work schedule efficiencies. Pilot projects are scheduled for the mosquito larvae control and tree pruning programs.
- Develop new operator agreements for the in-town golf courses and crematorium to increase revenues from non taxable sources.

Parks and Open Space Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director, Parks & Open Space	184.7	175.7	**249.6**	64.9	35.1
Business Support	763.7	691.8	**715.3**	(48.4)	(6.3)
Cemeteries, Golf Courses & Landscape Trades	4,230.8	4,047.1	**4,385.3**	154.5	3.7
Forestry, Horticulture & Pest Control	3,914.3	4,066.0	**4,052.5**	138.2	3.5
Parks Maintenance	8,243.0	8,119.6	**8,550.4**	307.4	3.7
Facility Costs	1,008.7	973.6	**1,095.7**	87.0	8.6
Total Operating Expenditures	18,345.2	18,073.8	**19,048.8**	703.6	3.8

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	74.1	74.9
Casual	114.5	113.4
Total	188.6	188.3

Transit Services

Regina Transit is responsible for operating an accessible and affordable urban transit service. This includes the management of a fleet of 115 low-floor accessible buses providing approximately seven million rides annually.

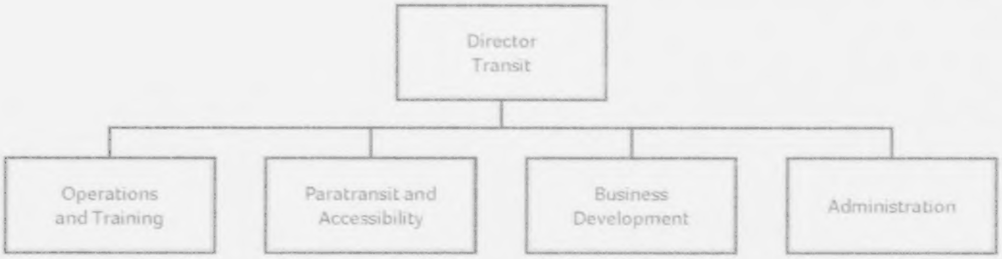


FIGURE 35: ORGANIZATIONAL STRUCTURE OF TRANSIT

Overview

The Transit Services includes four branches:

Operations and Training Branch

- Provides transportation through a regularly scheduled fixed route public transit system. It also provides charter service within a 25-km radius of the city for events such as conventions, football express, 'Ding in the New Year' and emergency situations.

Paratransit and Accessibility Branch

- Provides specialized door-to-door transportation for people with disabilities and the elderly who are unable to use regular transit.

Business Development Branch

- Responsible for marketing and communications to ensure residents are informed about programs and services so they can make optimal use of transit. It ensures that routes and schedules are planned efficiently and serve as many residents as possible.

Administration Branch

- Supports information management and technology, variance and financial reporting as well as budget preparation and submission. It also handles structured record keeping and data integrity as well as support for business and strategic planning and executive administrative.

2014 Accomplishments

- The Transit fleet size was increased to 115 buses, all of which are low-floor accessible. This model provides easy access for anyone with a mobility device, giving them the same transit option as able-bodied passengers.
- Security was improved in the downtown area. There is also daily cleaning of the high-traffic bus shelters on 11th Avenue. Four of these shelters were replaced with more modern ones featuring radiant heat and lights.
- Google Transit has replaced "Trip Planner" to provide a more intuitive, user-friendly way for the customers to plan their trip.
- Ridership is projected to increase 6 - 9% marking the third consecutive year with a jump in bus usage.
- City Council approved fare increases for 2015-2017. This will result in higher expected revenue of between $1.2 million and $1.6 million annually.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The city's population growth continues to put pressure on Transit to maintain existing services levels.
- The demand for Paratransit service continues to outpace capacity and will continue to grow as Baby Boomers age and the city's physical footprint expands.
- Addressing the recommendations made in the Saskatchewan Human Rights Commission report "Regina Accessible Transportation Stakeholder Advisors Committee Recommendations May 2014".
- Attracting and retaining transit operators remains a challenge. The system operates about 20 hours per day with reduced hours on Sunday, which does not fit into the personal lifestyles of would-be drivers.

2015 Priorities

Paratransit Refusal Rate Reduction

- The department will begin using an interactive voice response system to reduce the number of unaccommodated trips. This will enable paratransit customers to have their planned trips confirmed by computer-generated phone calls.
- Paratransit will also begin to use taxi service to supplement its fleet on an as-needed basis.
- Two additional buses will be added to the paratransit fleet (assuming provincial government support).
- The department will undertake a Paratransit Accessibility Review.

Bus Stop Accessibility Improvements

- A bus stop will be outfitted with different signage, route information, sidewalk enhancements, and different tactile surfaces so that customers with disabilities can identify bus stops more easily.

Operations Overtime Reduction

- Conduct a review of the Operations branch related to staffing levels, attendance management and overtime.

Transit Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Conventional Transit	25,709.2	27,869.9	**26,951.6**	1,242.4	4.8
Paratransit	4,810.6	4,736.8	**5,338.9**	528.3	11.0
Facility Costs	802.4	881.7	**835.8**	33.4	4.2
Total Operating Expenditures	31,322.2	33,488.4	**33,126.3**	1,804.1	5.8

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	212.0	212.0
Casual	3.7	3.7
Total	215.7	215.7

Service Regina

Service Regina, which is comprised of the Call Centre, In-Person Service and Operational Services, champions the implementation of the City's customer service strategy and works to achieve the City's goal of providing excellent customer service to the community.

Service Regina responds to customer inquiries, requests for service and concerns relating to all City of Regina services. All areas of the branch provide support to various divisions to assist them in meeting their operational requirements.

Service Regina Budget Detail

				Budget Change	
Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Service Regina	1,508.3	1,330.5	**1,537.8**	29.5	2.0

Staff Complement (110 Fund)

Full Time Equivalents (FTEs)	**2014**	**2015**
Permanent	32.0	32.0
Casual	0.5	0.5
Total	32.5	32.5

Transportation and Utilities Division

Transportation and Utilities Division is a new division comprised of three departments: Waterworks, Roadways and Transportation, and Solid Waste. Its responsibilities include ensuring that infrastructure for transportation as well as water works and waste services meets the community's expectations.

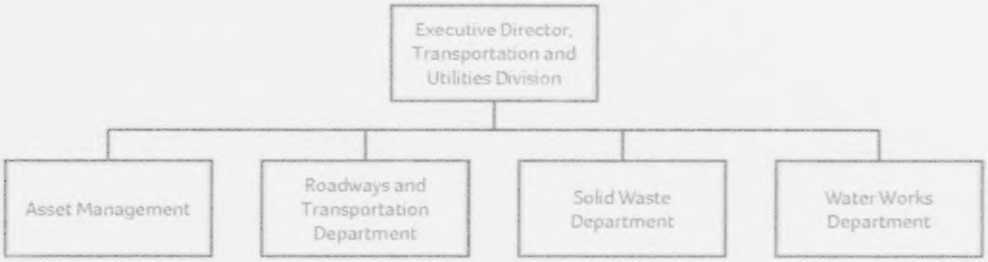

Executive Director, Transportation and Utilities Division
Asset Management
Roadways and Transportation Department
Solid Waste Department
Water Works Department

FIGURE 36: ORGANIZATIONAL STRUCTURE OF THE TRANSPORTATION AND UTILITIES DIVISION

Key Strategic Issues

- Aligning infrastructure investments with future community needs.
- Providing and promoting conservation, stewardship and environmental responsibility to the City's plans and operations.

Transportation and Utilities Budget Summary

(This excludes the Water and Sewer Utility as it is in a separate fund and reported in the Utility Budget Book.)

Expenditures ($000s)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
ED Transportation & Utilities	-	31.9	**287.3**	287.3	-
Solid Waste	19,888.5	18,884.6	**19,864.6**	(23.9)	(0.1)
Roadways & Transportation	34,946.0	34,610.7	**37,608.6**	2,662.6	7.6
Total Operating Expenditures	54,834.5	53,527.2	**57,760.5**	2,926.0	5.3

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	203.2	217.2
Casual	82.9	70.1
Total	286.1	287.3

Executive Director, Transportation and Utilities Budget Detail

Expenditures (000's)	2014 Budget	2014 August Forecast	**2015 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Executive Director				-	
Transportation & Utilities	-	31.9	**287.3**	287.3	

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	-	3.0
Casual	-	-
Total	-	3.0

Roadways and Transportation

Roadways and Transportation is charged with building and maintaining roadways, sidewalks, alleys, easements and bridges to ensure a safe and reliable transportation system in the community.

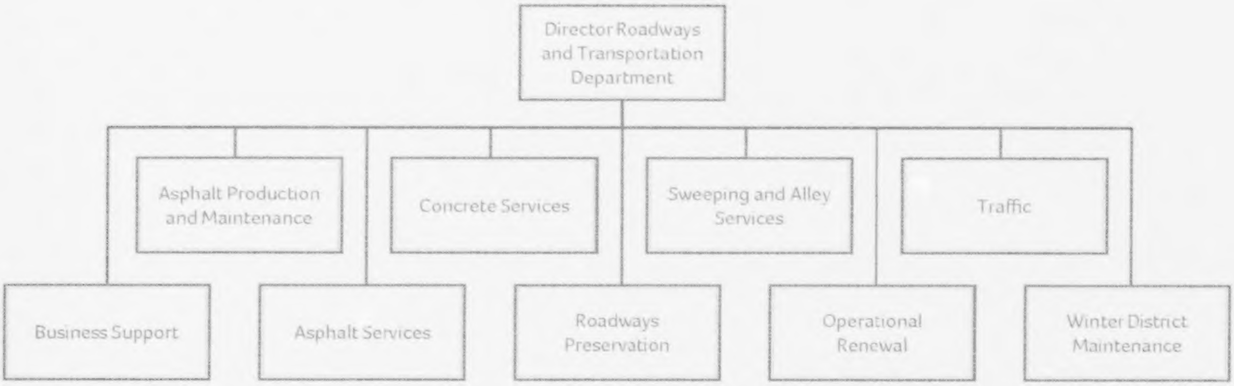

Director Roadways and Transportation Department
Asphalt Production and Maintenance
Concrete Services
Sweeping and Alley Services
Traffic
Business Support
Asphalt Services
Roadways Preservation
Operational Renewal
Winter District Maintenance

FIGURE 37: ORGANIZATIONAL STRUCTURE OF ROADWAYS AND TRANSPORTATION DEPARTMENT

Overview

The Roadways and Transportation Department has nine branches. They include:

Asphalt Services

- Maintains and rehabilitates the paved roadway surfaces of Regina's streets and alleys.

Asphalt Production and Materials Engineering

- Provides quality asphalt mixes, granular and landscape materials and technical services to support:
  - Road infrastructure construction, renewal and maintenance
  - Water and sewer network upgrades and repairs
  - Open space and parks maintenance programs
- Manages the production and sale of recycled materials.

Business Support

- This branch delivers business and administrative services to internal and external customers, including:
  - Administration and business consulting
  - Information and data management systems and reporting
  - Innovative technology solutions
  - Project management, research and other business services

Concrete Services

- Maintains and rehabilitates concrete sidewalks and asphalt capped sidewalks and repairs or replaces them for Water and Sewer Services.

Roadways Preservation

- Provides engineering, design, contract administration and construction services for transportation infrastructure renewal.
- Develops and executes asset management plans to support the transportation network and provides scheduling and coordination for City construction activities.

Sweeping and Alley Services

- This branch maintains and rehabilitates the city's paved and gravel alleys, including gravel surface rural roads.
- It also provides sweeping services to the streets, medians, alleys and sidewalks.

Traffic

- This branch provides engineering design, construction services and traffic management services to the city's traffic controls and street lighting systems. This includes:
    - Traffic signals, signs and roadway markings
    - Pedestrian protection devices
    - Street lighting
    - Traffic accommodation services for construction projects
    - On-street parking design and administration
    - Street use, special event and over-dimensional move coordination

Winter District Maintenance

- This branch clears snow from roadways, sidewalks and alleys, applies sand and salt when necessary and manages the snow dump.

Operational Renewal

- Leads the Roadways and Transportation Business Transformation Process.
- Assists in any organizational changes using sound project management.
- Ensures communication systems keep people informed and information is accessible.
- Provides a respectful work environment that embraces change, innovation, corporate values and initiative.

2014 Accomplishments

- Created a new strategy for the renewal of residential roads, focusing on preventative and rehabilitation planning to extend the life of Regina's residential streets in the most cost effective way.
- Rehabilitated 38 km of road including:
    - One expressway (Ring Road, 16 km)
    - 15 arterials (8.8 km)
    - 10 collectors (4.6 km)
    - 40 local roads (11.6 km); including 1.6 km for Local Improvement Program
- Rehabilitated the Ross Avenue Bridge over Ring Road, repaired two bridges that had been damaged and performed preventative maintenance on six other bridges.
- Installed new signals at six intersections.
- Upgraded signals at 12 intersections and 12 pedestrian corridors.
- Upgraded 29 paved alleys, refreshed approximately 13 km of gravel alleys and maintained more than 130 km of gravel alleys.
- Maintained approximately 66 km of high-grade gravel roads.
- Maintained guardrails at 29 bridges and five pedestrian underpasses.
- Maintained 182 expressway lights.
- New expressway lights were installed on 9th Avenue North (Between McMarthy Boulevard and Courtney Street.)

- Continued the Concrete Trip Hazard Removal Program, which will have removed about 3,200 trip hazards by the end of the year.
- Renewed the pavement crack sealing program.
- Obtained provincial funding for the reconstruction of the Victoria Avenue East bridges.
- Provided services to the Ministry of Highways and Infrastructure for the installation of the Lewvan Drive concrete median.
- Obtained approval to sell recycled asphalt and concrete, an initiative expected to generate between $50,000 and $100,000 of net revenue annually.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The City's core infrastructure is aging and current investments are not able to keep pace with the decline of asset conditions. As infrastructure reaches the end of its useful life, it becomes more expensive to maintain and repair. The department must continue to develop a comprehensive asset management plan to maintain the City's core assets.
- The facilities that currently house staff and the equipment they use to deliver services are no longer meeting current needs. Many of the them need significant repairs and upgrades. The space needed to store equipment and deliver services is insufficient, as is the configuration of the current work space.
- The condition of roadways, particularly residential streets, continues to be an important issue for Regina residents. The department is continuing to seek innovative ways to deliver acceptable levels of service in an affordable manner.

2015 Priorities

Infrastructure and Asset Management

- To continue to build on the successes of 2014 with a specific focus on improving the quality of safety programs, coordinating the roads infrastructure renewal program and handling service requests including:
  - Projects to optimize resources and increase efficiency
  - The Local Roadways Renewal Program (1% of the mill rate is dedicated to the renewal of residential roads)
  - The sale of recycled materials to the general public
  - Reviewing funding and plans for future bridge infrastructure investment

Winter Road Maintenance Policy

- Updating procedures for winter maintenance activities

Succession Planning

- Strengthening succession planning and training programs to address the shortage of skilled labourers in the market.

Facility Renewal

- Working with Facilities Management to repair and renovate the aging facilities currently used by Roadways and Transportation to house staff and deliver its services.

Roadways and Transportation Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director , R&TS	2,287.6	2,688.5	**513.8**	(1,773.8)	(77.5)
Asphalt Services	4,575.7	4,285.9	**5,222.0**	646.3	14.1
Concrete Services	2,523.2	2,523.2	**3,643.7**	1,120.5	44.4
Sweeping and Alley Services	6,638.4	5,040.2	**7,249.5**	611.1	9.2
Winter Road Maintenance	6,797.1	7,817.8	**8,944.3**	2,147.2	31.6
Traffic	8,720.7	8,743.9	**8,738.4**	17.7	0.2
Business Support- R&TS	829.1	835.2	**692.2**	(136.9)	(16.5)
Roadways Preservation	1,963.9	1,963.9	**1,927.4**	(36.5)	(1.9)
Asphalt Production & Field Services	322.4	324.9	**320.2**	(2.2)	(0.7)
Facility Costs	287.9	387.2	**357.1**	69.2	24.0
Total Operating Expenditures	34,946.0	34,610.7	**37,608.6**	2,662.6	7.6

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	142.2	152.2
Casual	60.2	46.7
Total	202.4	198.9

Solid Waste

The Solid Waste department is responsible for providing waste reduction, collection and disposal services for Regina citizens and surrounding communities to ensure public health, safety and the protection of the natural environment.

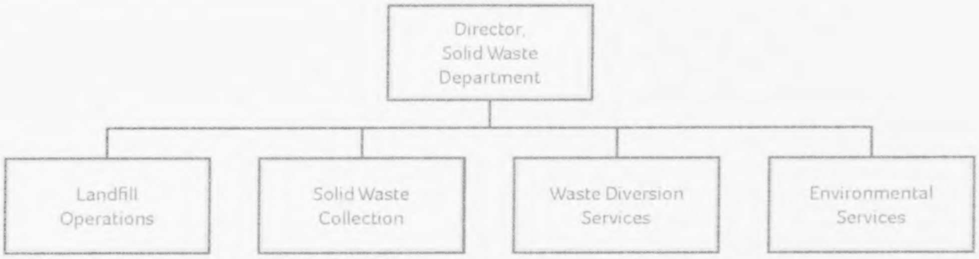


FIGURE 38: ORGANIZATIONAL STRUCTURE OF THE SOLID WASTE DEPARTMENT

Overview

The Solid Waste Department includes four branches:

Solid Waste Collection Branch

- Provides waste collection services to single-family residential properties.
- Oversees weekly curbside garbage collection, complying with all regulatory requirements for the disposal of waste and other hazardous materials.

Landfill Operations Branch

- Manages waste disposal activities and diverts recoverable and recyclable materials.
- Works to transform waste by-products and surpluses into useable resources.

Waste Diversion Services Branch

- This branch manages the residential curbside recycling program.
- Develops and implements new waste diversion services such as Leaf and Yard and bulky waste curbside programs.
- Delivers educational events and community outreach programs and manages city-wide waste diversion events such as Household Hazardous Waste Day and Christmas tree depots.

Environmental Services Branch

- Ensures regulatory compliance including the monitoring, testing and reporting of environmental codes and legislation.
- Coordinates environmental spill responses and provide environmental engineering support to projects.

2014 Accomplishments

- A new entrance to the landfill was opened on March 10, 2014. It features a new single entry/exit point with four bi-directional scales.
- The landfill began a $10-million expansion which will extend its useful life by an additional 25 years.
- The landfill expanded acceptable methods of payment to include both debit and credit cards.
- Bi-annual seasonal leaf and yard depots were established providing residents with an alternative for their yard waste. The depots have increased diversion rates.
- Council approved an expansion to the recycling program, effective January 1, 2015, to include multi-family residences.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- The city and surrounding area have experienced unprecedented growth in terms of both population and the economy, resulting in more waste. Regina's households generate an average of about 872 kilograms of solid waste annually, a decrease from 1,000 kilograms per household in 2008. Residents are recycling about 193 kilograms per household annually through the Blue Cart Recycling program.
- More than 85% of Regina residents feel strongly that it's important to reduce the amount of garbage going to the landfill. Continuing curbside recycling and introducing other waste diversion services is an important priority for the community.
- The landfill's capacity was expanded to provide space for another seven years of waste collection in 2010. Due to the growth in population and the economy, as well as closures of smaller neighbouring landfills, this capacity will be used up in 2015.

2015 Priorities

Implementation of Waste Plan Regina

- Multi-family recycling will be implemented on January 1, 2015.
- Implement the remaining services within Waste Plan Regina – Leaf and Yard curbside program and bulk waste collection.

Landfill Gas Project

- Complete the construction of the Landfill Gas to Energy initiative that will generate electricity and be sold to SaskPower.

Review of waste collection routes

- Route scheduling will be reviewed to develop optimal routing for solid waste collection services.

Solid Waste Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Director, Solid Waste	-	64.7	**112.6**	112.6	-
Environmental Services	245.4	56.4	**390.0**	144.6	58.9
Landfill Operations	4,435.1	4,909.2	**4,386.5**	(48.6)	(1.1)
Solid Waste Collection	8,904.4	7,946.1	**8,655.0**	(249.4)	(2.8)
Waste Diversion	6,185.1	5,784.3	**6,202.1**	17.0	0.3
Facility Costs	118.5	123.9	**118.5**	-	-
Total Operating Expenditures	19,888.5	18,884.6	**19,864.7**	(23.8)	(0.1)

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	61.0	62.0
Casual	22.7	23.4
Total	83.7	85.4

Regina Fire and Protective Services

The Regina Fire and Protective Services Department is responsible for delivering proactive public safety programs and dynamic response times that preserve and enhance life, property and the environment in the communities it serves.

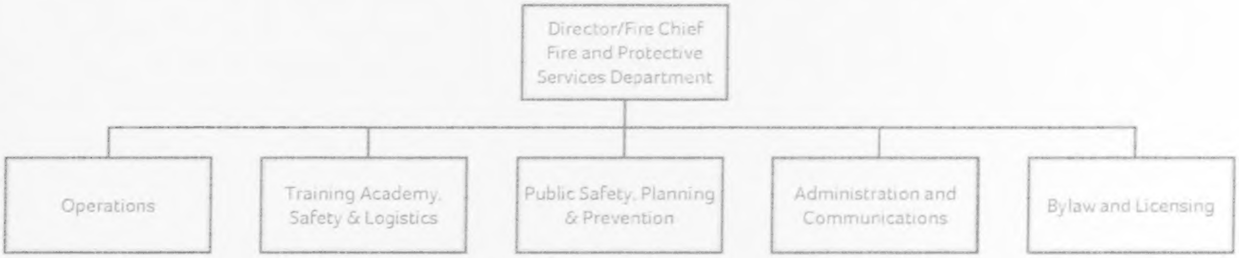

Director/Fire Chief
Fire and Protective Services Department
Operations
Training Academy, Safety & Logistics
Public Safety, Planning & Prevention
Administration and Communications
Bylaw and Licensing

FIGURE 39: ORGANIZATIONAL STRUCTURE OF FIRE AND PROTECTIVE SERVICES DEPARTMENT

Overview

Regina Fire and Protective Services (RFPS) provides fire suppression, technical rescue, emergency medical services, hazardous materials response, fire prevention, fire investigation, emergency preparedness, business continuity, public education, fire fighter training and bylaw enforcement services.

Operations

- Delivers emergency response services including fire suppression, technical rescue, emergency medical services and hazardous materials response.
- Participates in non-emergency response service areas, such as public education activities, in-service commercial inspections, pre-incident planning and risk assessment.

Training Academy, Safety and Logistics

- Provides ongoing professional training, education and resources to meet legislated requirements and industry standards.
- Introduces new techniques, equipment and safe working practices and provides support to succession planning initiatives at all levels of RFPS.
- Oversees the management of equipment as well as sourcing and distributing supplies in the department.

Public Safety, Planning and Prevention

- Delivers public education activities to support a safe community.
- Provides fire inspection services to identify and mitigate risks.
- Delivers fire investigation services after incidents occur.
- Oversees and maintains the city emergency management and business continuity programs.

Administration and Communications

- Provides administration and business support services to enhance the delivery of fire and protective services.
- Oversees administrative and communication services including planning, research and development as well as emergency communications services to internal and external customers.
- Functions include maintaining the records management systems, information technology and equipment, emergency communications/dispatch, geographic information systems, mapping, data analysis, data processing, filing system management, internal communications, policy development, quality assurance, strategic and business planning, process mapping, budgeting, financial systems and payroll. It also maintain relationships with IT Services and other corporate service providers.

Bylaw and Licensing

- Educates citizens and enforces bylaws in a consistent manner to encourage a safe and healthy community.
- Oversees the taxi licensing program.
- Manages the animal licensing program.

2014 Accomplishments

- Responded to more than 7,000 emergency and non-emergency incidents.
- Maintained International Fire Accreditation.
- Continued revisions to the department's standard operating procedures and data collection processes.
- Increased accessible taxi licences to 10, an increase of 250%, through a lottery process that enabled all taxi brokers to have a minimum of one accessible taxicab.
- Responded to 8,150 services requests and started targeted inspections to enforce bylaw infractions.

STRATEGIC ISSUES AND 2015 PRIORITIES

Key Strategic Issues

- Reviewing department programs and services to ensure they are effective, delivered efficiently and are meeting citizens' needs.
- Examining alternative revenue sources, such as regional service models, to reduce the burden on taxpayers.
- Ensuring employees have the right equipment and work environment.
- Ensuring that citizens are able to understand the link between the levels of community risk, emergency response service levels and their cost.
- Ensuring that the department understands the changing risks and citizens' priorities as the city grows to reduce the frequency of emergency incidents.

2015 Priorities

Fire Accreditation

- Continue the implementation of recommended improvements outlined by the annual international fire accreditation appraisal process.

Technology and Service Improvements

- Implement technology enhancements, such as Automatic Vehicle Location/AVL and data collection improvements. System upgrades are paramount to maintain vendor support and continue improvement. Development is managed with existing resources and partnerships with the ITS Department. Telephone upgrades required to support the 911 system will require an annual budget increase of $6,000.

Regional Cooperation and Services

- The RFPS provides services to individuals and communities outside of Regina. It will continue to work with the regional planning branch to ensure that the services being delivered are sustainable.

Emergency Management

- Continue to develop the City of Regina Emergency Management Agency to enhance the City's ability to deal with major emergencies and to recover from business interruptions that may affect its ability to serve the community.

Regina Fire and Protective Services Budget Summary

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Fire & Protective Services	40,162.7	40,237.8	**41,218.0**	1,055.3	2.6
Bylaw & Licensing	4,940.4	4,973.0	**5,891.4**	951.0	19.2
Total Operating Expenditures	45,103.1	45,210.8	**47,109.4**	2,006.3	4.4

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	336.5	336.5
Casual	-	-
Total	336.5	336.5

Fire and Protective Services Department Budget Detail

Expenditures ($000s)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Operations	32,053.5	32,002.6	**32,970.9**	917.4	2.9
Training Academy, Safety & Logistics	3,663.9	3,908.5	**3,619.5**	(44.4)	(1.2)
Public Safety Planning & Prevention	1,615.4	1,680.6	**1,666.6**	51.2	3.2
Administration & Communications	2,398.7	2,176.2	**2,507.8**	109.1	4.5
Facility Costs	431.2	469.9	**453.2**	22.0	5.1
Total Operating Expenditures	40,162.7	40,237.8	**41,218.0**	1,055.3	2.6

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	307.0	307.0
Casual	-	-
Total	307.0	307.0

Bylaw and Licensing Budget Detail

Expenditures (000's)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Bylaw & Licensing	4,940.4	4,973.0	**5,891.4**	951.0	19.2

Staff Complement (110 fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	29.5	29.5
Casual	-	-
Total	29.5	29.5

Operations Group Costing Fund

The City Services Division provides services to other divisions that are charged out to their operating budgets. On a stand-alone basis, these costs are reflected as follows:

Expenditures (000's)	2014 Budget	2014 August Forecast	2015 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Parks & Open Space	1,456.7	1,456.7	**1,455.9**	(0.8)	(0.1)
Roadways & Transportation	5,846.9	11,135.0	**9,111.2**	3,264.3	55.8
Facility Costs	42.5	53.8	**48.0**	5.5	12.9
Real Estate	3,398.8	3,337.2	**4,610.6**	1,211.8	35.7
Facility Costs	1,276.5	1,338.1	**1,364.7**	88.2	6.9
Total City Operations Costing Fund	12,021.4	17,320.8	**16,590.4**	4,569.0	38.0

Staff Complement (Costing Fund)

Full Time Equivalents (FTEs)	2014	2015
Permanent	14.9	14.9
Casual	12.6	12.6
Total	27.5	27.5

Service Partners

The City of Regina works with several key service partners including Wascana Centre Authority, the Regina Regional Opportunities Commission, the Regina Exhibition Association Limited (Evraz Place), and the Regina Police Service. The recommended budget includes funding requests from all of them.

Wascana Centre Authority

Wascana Centre Authority (WCA) encompasses 2,300 acres within the boundaries of the City of Regina. It has a very diverse group of tenants and landowners. Legislation that created WCA established a board of directors to represent the three main partners - the Government of Saskatchewan, the City of Regina and the University of Regina. These three partners also provide the majority of funding for WCA operations through grants. These grants are provided in accordance with a formula in The Wascana Centre Act. WCA accepts donations, does contract work and fundraises to supplement revenue and fund enhancements.

The City of Regina provides annual grant funding to WCA for grounds maintenance, horticultural and forestry, infrastructure, community relations, and administration. In addition, the City may also provide grants for specific improvements on City land, other special initiatives or it may do improvements in the Centre directly, such as recent roadway work on Wascana Parkway.

The WCA operations are structured in four areas:

- Maintenance: Grounds keeping, building maintenance, skating and cross-country surfaces, etc.
- Horticulture, Pest Control and Forestry: The WCA grows, plans, plants, and maintains floral beds throughout the park and in its greenhouses.
- Infrastructure: Construction, repair and maintenance of picnic areas, trails, bridges, overlooks, islands, and oversight of engineering and architectural advisory committees.
- Communications and Events: Oversees event coordination, all communications, bylaw enforcement, security, fund raising, conservation, education, environmental management, and youth programming.

The funding requested by the WCA for 2015 totals $2.8 million, an increase of $219,000 from 2014. These resources are reflective of the contribution formula in *The Wascana Centre Act* and would provide:

- $2,307,900 for ongoing operating costs; and
- $489,000 in one-time capital improvement costs.

Regina Regional Opportunities Commission

The Regina Regional Opportunities Commission (RROC) is the agency responsible for advancing economic development and tourism in the city's region. It was established by *The Regina Regional Opportunities Commission Bylaw 2009-20* with the following mandate:

- Create and implement an economic development strategy to grow and sustain prosperity in the Regina region.
- Encourage the retention, development, attraction, and growth of business and tourism products and services for those who live, work, visit, and invest in the Regina region.
- Market and promote the Regina region for business and tourism.

RROC has recently renewed its business plan and focus, determining that it will advance a bold, collaborative vision and build a foundation to ensure economic prosperity for the Regina region. Under the guidance of an engaged and committed board and the City of Regina, RROC has conducted significant research and analysis with outreach to community and business leaders, all levels of government, and other stakeholders. This has formed the basis of the organization's strategic shift and new business plan and supports the *Design Regina: The Official Community Plan.*

RROC, as an entity of the City of Regina, is primarily resourced through a contribution from the City. However, it also receives grants, investments and fees for service from a wide range of other sources to support ongoing operations. At the direction of the City of Regina, in recent years, RROC utilized its retained earnings to offset some of its expenditures. By the end of 2014, their retained earnings will have been fully depleted, requiring an increased investment from the City to maintain the organization's capacity and level of service. The funding requested by RROC for 2015 totals $1.7 million, an increase of $796,600 from 2014.

	2013 Actual	2014 Forecast	2015 Budget	% Change
Revenue				
City of Regina Contribution	922,900	1,122,900	**1,719,473**	53.1%
Other Revenue	856,712	689,638	623,712	(9.6%)
Total Revenue	**1,779,612**	**1,812,538**	**2,343,185**	**29.3%**
Expenses				
Administration	1,583,444	503,454	573,887	14.0%
Enterprise	118,515	540,514	869,517	60.9%
Tourism	308,934	592,500	638,445	7.8%
Corporate Development	104,450	390,081	261,337	(33.0%)
Other	47,443	-	-	n/a
Total Operating Expenditures	**2,162,785**	**2,026,550**	**2,343,186**	**15.6%**
Net Income (Loss)	**383,173**	**214,012**	**0**	

Regina Exhibition Association Limited (Evraz Place)

On behalf of the City of Regina, Regina Exhibition Association Limited (REAL) manages, maintains and markets Evraz Place, a 102-acre site with several multi-purpose buildings worth more than $70 million. When the New Mosaic Stadium becomes operational, REAL will also take on responsibility for this new, state of the art facility. REAL employs 1,200 people and has an operating budget of $34 million (2013 audited financial statements).

The funding requested by REAL for 2015 totals $400,000, the same amount as received in 2014. The resources will be used to contribute to the maintenance, upgrading and renewal of the building infrastructure and grounds.

Regina Police Service

The information in this summary is based on the 2015 Operating Budget submitted to the Board of Police Commissioners.

				Budget Change	
Revenue Source ($000s)	2014 Budget	2014 Forecast	**2015 Budget**	Dollar Change	Per Cent Change
Revenue					
Provincial Programs	6,293.2	6,522.5	**6,766.8**	473.6	7.5
Federal Programs	459.0	459.0	**283.3**	(175.7)	(38.3)
Other Police Revenue	1,514.0	1,594.0	**1,823.5**	309.5	20.4
Total Revenues	8,266.2	8,575.5	**8,873.6**	607.4	7.3
Expenses					
Salaries and Benefits	65,614.6	65,614.6	**68,533.6**	2,919.0	4.4
Corps of Commissionaires	399.2	399.2	**409.2**	10.0	2.5
Operational Expenses	-	-	-		
Headquarters	753.0	812.3	**770.2**	17.2	2.3
Criminal Investigation	692.5	942.5	**829.9**	137.4	19.8
Community Services	1,233.2	1,233.2	**1,359.5**	126.3	10.2
Administration	4,354.4	4,354.4	**5,017.8**	663.4	15.2
Total Operating Expenditures	73,046.9	73,356.2	**76,920.2**	3,873.3	5.3
Transfer to Reserve	-		-	-	-
Total Expenses	73,046.9	73,356.2	**76,920.2**	3,873.3	5.3

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